Managing the Bubble
2008 Final Report

The demographics of crown corporation staff as of December 2008

May 6, 2009

Prepared by:
Doug Elliott
QED Information Systems Inc.
444 19th Avenue
Regina, Saskatchewan
S4N 1H1
Tel: 306-522-5515
Fax: 306-522-5838
Email: sasktrends@sasktel.net
Internet: www.sasktrends.ca

Evolution of the Database

- This is the 2008 version of a series of annual reports documenting research into the demographics of employees in the commercial crowns. Since the first *Managing the Bubble* report describing staff in 2001, an employee database has been updated annually to measure trends over time.

- The database has been expanded in stages by adding additional data elements to provide a more comprehensive measure of staff demographics.
    - For December 2001, only data for permanent full-time staff were collected.
    - For December 2002, coop/summer students and non-permanent staff were added to the database. The occupation (coded to the National Occupational Classification or NOC code) was also included as a data element.
    - For December 2003, the place of work was added.
    - SOCO was added in December 2004.
    - SGC was added in 2007.

- Funding for human resource initiatives in the crowns to help "manage the bubble" (e.g. Gradworks) began in 2004.

- Most of the data in this summary relate to the seven years from 2002 to 2008 when all permanent and non-permanent staff were included in the database.

- The inclusion of the Saskatchewan Gaming Corporation (SGC) in 2007 means that trends over time need to be interpreted carefully. Employee demographics and turnover at SGC are dramatically different from those at other crowns.

Staffing Categories and Class of Worker

	as of December 31*								
						Excluding SGC		Including SGC	
	2002	2003	2004	2005	2006	2007	2008	2007	2008
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,127	9,093	9,574	9,658
Permanent part time	482	499	479	419	421	461	455	894	901
Contract/term	807	530	525	560	583	557	611	575	636
Seasonal/other	340	426	400	404	495	586	590	671	681
	10,537	10,358	10,264	10,323	10,521	10,731	10,749	11,714	11,876
Coop and summer students during the course of the year	516	515	461	477	485	477	485	478	488

* exludes SOCO prior to 2004

- Not counting SGC, the number of permanent staff hasn't changed appreciably in the past seven years because declines at SaskTel have been offset by increases in other crowns. The overall number of permanent and non-permanent staff at the end of 2008 was 2% higher than in 2002, with one half of the increase explained by the exclusion of SOCO from the 2002 figures.

- Not counting students, the total staff complement was 11,876 as of December 2008 with 81% as permanent full-time employees with the remaining 19% split among:
  - 8% permanent part-time staff, bringing permanent staff to approximately 89% of the total;
  - 5% as contract or term staff; and
  - 6% as "other", mostly casual, staff.

- The crowns hire approximately 500 students in any given year.

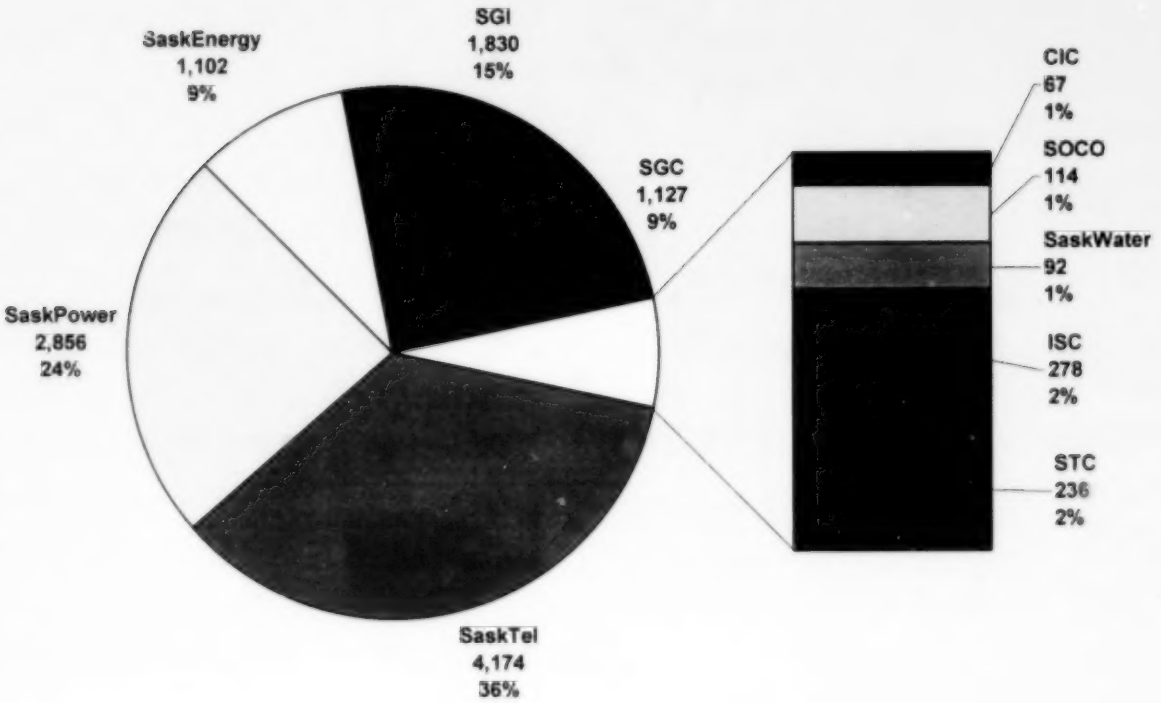
Detail By Crown

			as of December 31						
			2002	2003	2004	2005	2006	2007	2008
CIC	Permanent	Full time	81	73	54	68	70	68	63
		Part time	0	0	0	0	0	0	0
	Non-permanent		0	2	0	1	4	4	4
SaskTel	Permanent	Full time	3,786	3,812	3,657	3,622	3,577	3,476	3,318
		Part time	110	89	90	38	49	102	104
	Non-permanent		524	569	562	622	747	726	752
SaskPower	Permanent	Full time	2,369	2,395	2,426	2,444	2,473	2,526	2,588
		Part time	134	142	144	137	134	127	136
	Non-permanent		150	145	153	118	110	132	132
SaskEnergy	Permanent	Full time	815	818	815	823	861	895	937
		Part time	85	84	86	86	77	76	68
	Non-permanent		74	70	65	50	70	102	97
SGI	Permanent	Full time	1,386	1,387	1,390	1,420	1,447	1,524	1,536
		Part time	107	115	114	113	116	113	107
	Non-permanent		92	75	77	106	125	148	187
SaskWater	Permanent	Full time	84	67	68	80	82	83	85
		Part time	2	2	2	4	4	4	4
	Non-permanent		3	1	1	9	0	5	3
SOCO	Permanent	Full time	...	...	69	81	86	116	106
		Part time	...	...	1	2	3	2	5
	Non-permanent		...	...	4	3	2	2	3
ISC	Permanent	Full time	196	165	195	208	229	243	257
		Part time	4	27	2	1	1	2	2
	Non-permanent		303	88	59	41	13	17	19
STC	Permanent	Full time	191	186	186	194	197	196	203
		Part time	40	40	40	38	37	35	29
	Non-permanent		1	6	4	14	7	7	4
SGC	Permanent	Full time	...	...	...	...	...	447	565
		Part time	...	...	...	...	...	433	446
	Non-permanent		...	...	...	...	...	103	116

- SaskTel and SaskPower together account for 59% of the crown staff. So by virtue of their size, they largely determine the overall averages.
- When SaskEnergy and SGI are included, the four largest crowns have 84% of the staff.
- In terms of absolute number of employees, SGC is approximately the size of SaskEnergy although only one half of SGC staff are full-time permanent employees.

Total Staff in the Crowns, 2008

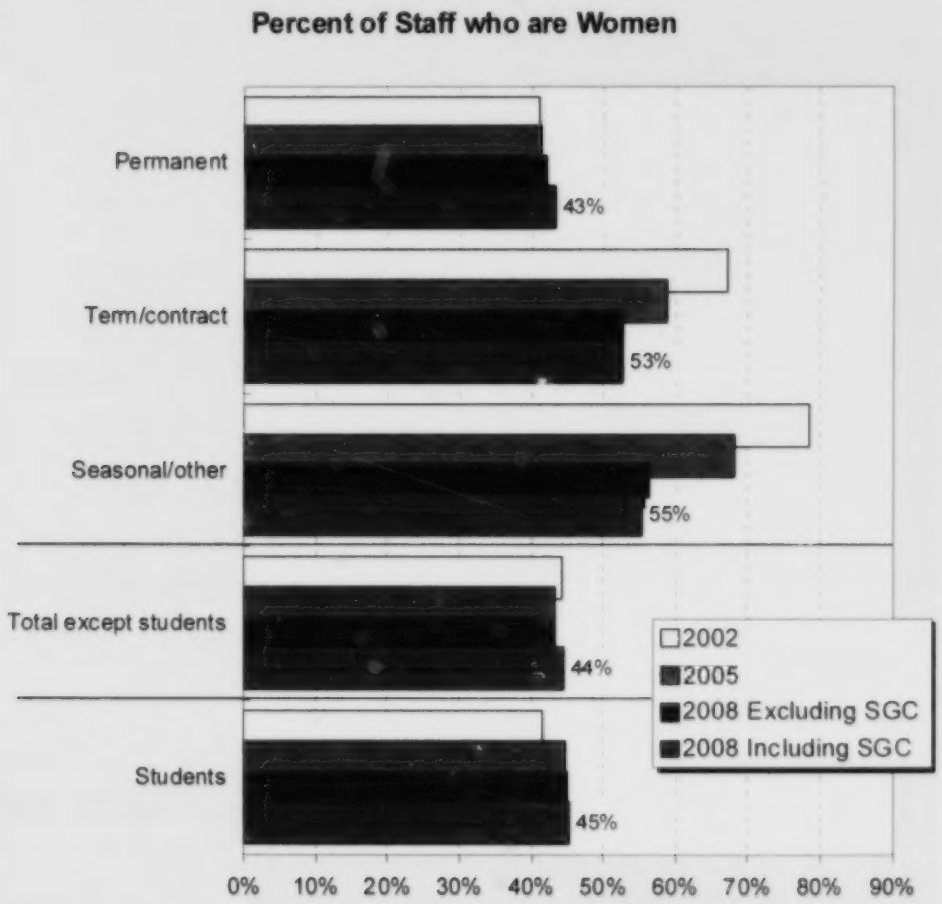
Permanent and Non-Permanent Staff, December 2008, by Crown Corporation



Characteristics of Employees

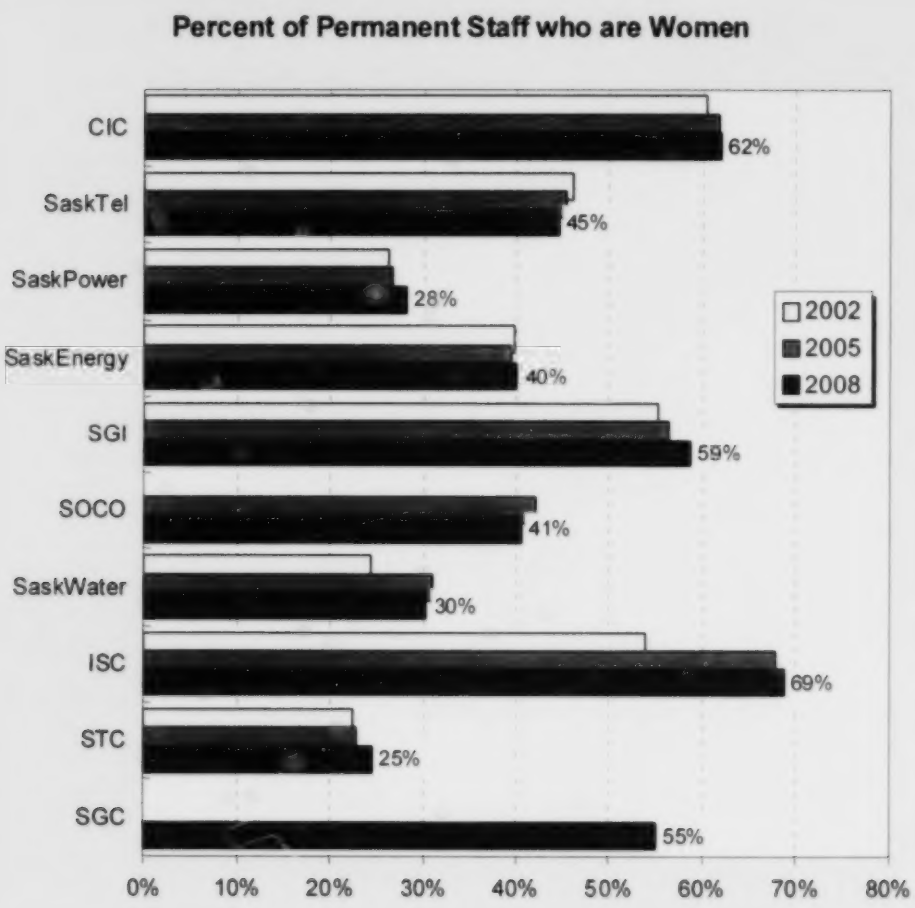
- Gender
- Aboriginal Identity
- Membership in a Visible Minority Group
- Reporting a Disability
- Age
- Tenure
- Earliest retirement date

Gender



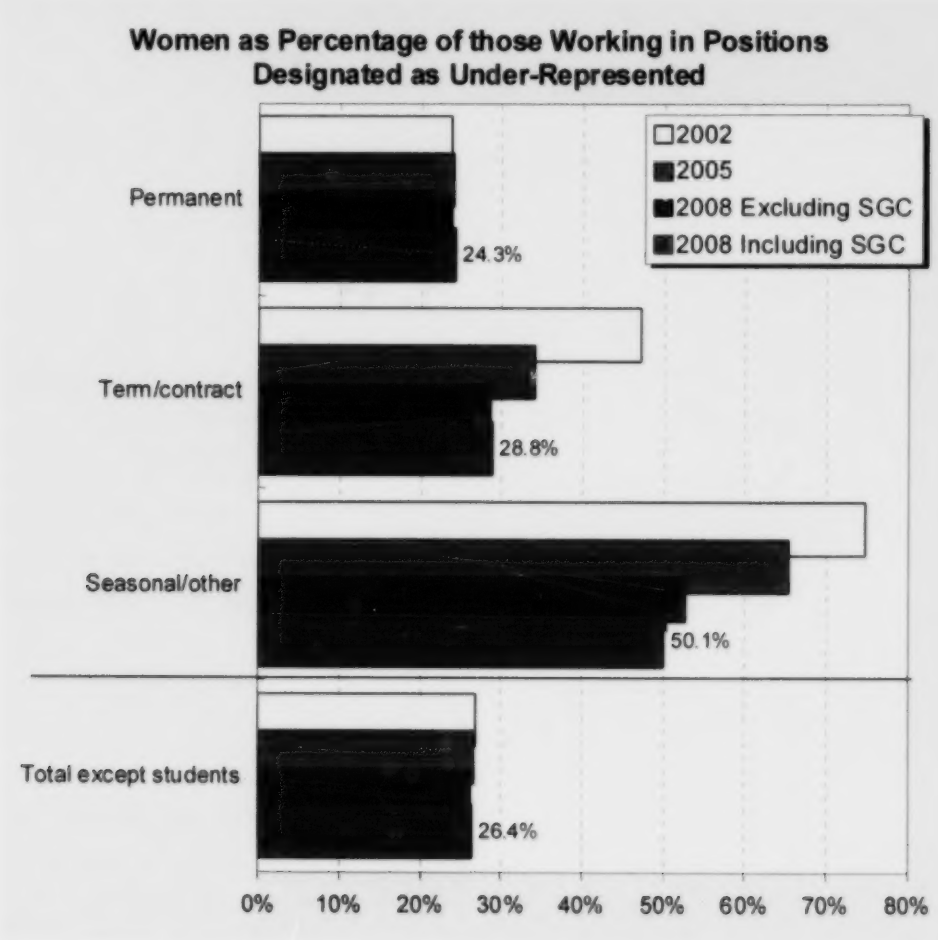
- The proportion of crown staff who are women hasn't changed significantly over the seven years ending in 2008.
- Women still dominate staff who are in non-permanent positions although the proportion has declined to near 50%.
- The proportion of students who are women is not significantly different from the proportion of permanent staff who are women.
- The inclusion of SGC increases the proportion of staff who are women by a small amount.

Gender by Crown Corporation



- Over the seven years ending in 2008, most crowns report no dramatic changes in the proportion of women among their permanent staff.
- The proportion has declined slightly at SaskTel. This was offset by increases at SaskPower, SGI, ISC, and STC.
- SGC has an above-average proportion of women employees compared with most of the other crowns.

Women in Under-Represented Positions



- Using the Saskatchewan Human Rights Commission current methodology*, women represent 26% of those working in positions classified as under-represented. (The Commission has a target of 45% for these kinds of positions.)
- The proportion is higher in non-permanent positions than in permanent ones.
- This is effectively the same proportion as in 2002.

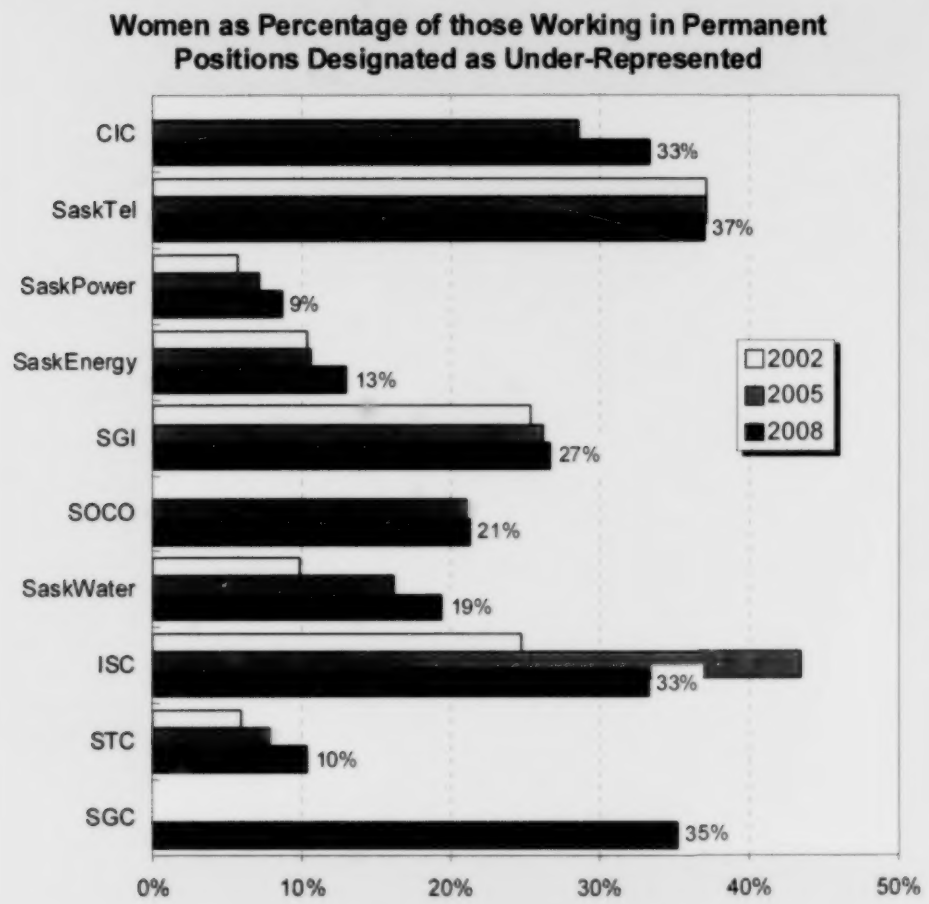
** As of 2001, the occupations (at the 4-digit NOC level) in which women represent less than 45% of those working are designated as "under-represented". Some of the common examples in the crowns are*

a) telecommunications workers (10% women);

b) IT managers (31%); and

c) power station operators (7%).

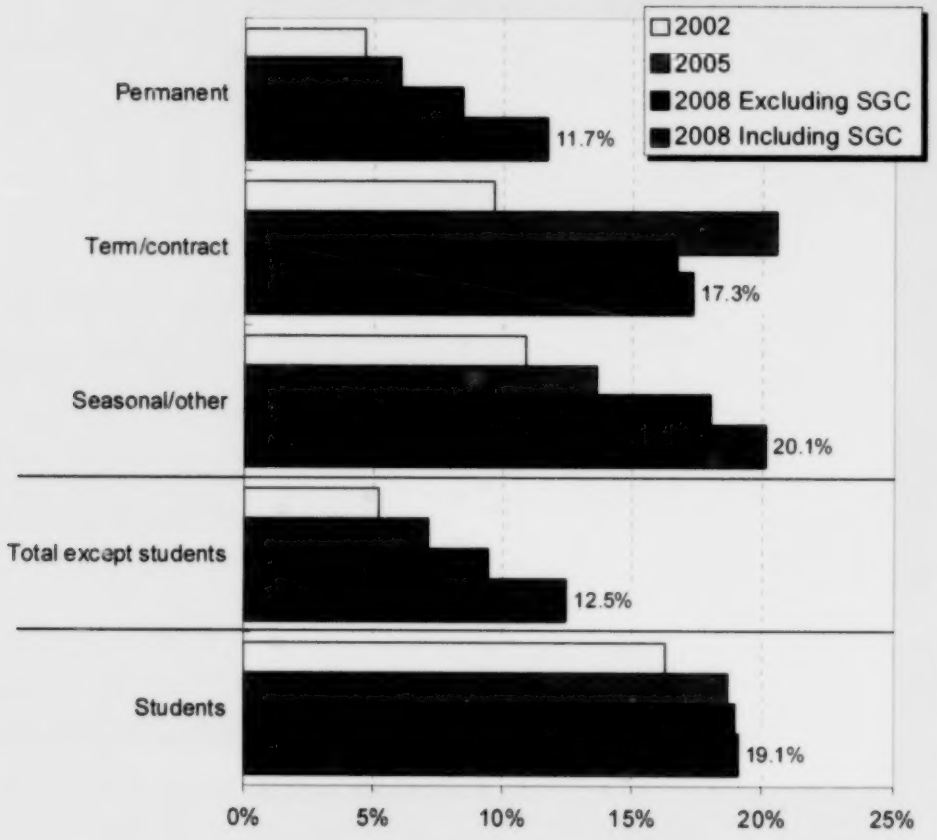
Women in Under-Represented Positions, by Crown Corporation



- The largest number of women working in under-represented positions, both in absolute terms and as a proportion of the total, are employed at SaskTel.
- Most crowns are making some progress in increasing the proportion of women who work in under-represented positions.

*** insufficient occupational detail provided for CIC in 2002*

Aboriginal Identity

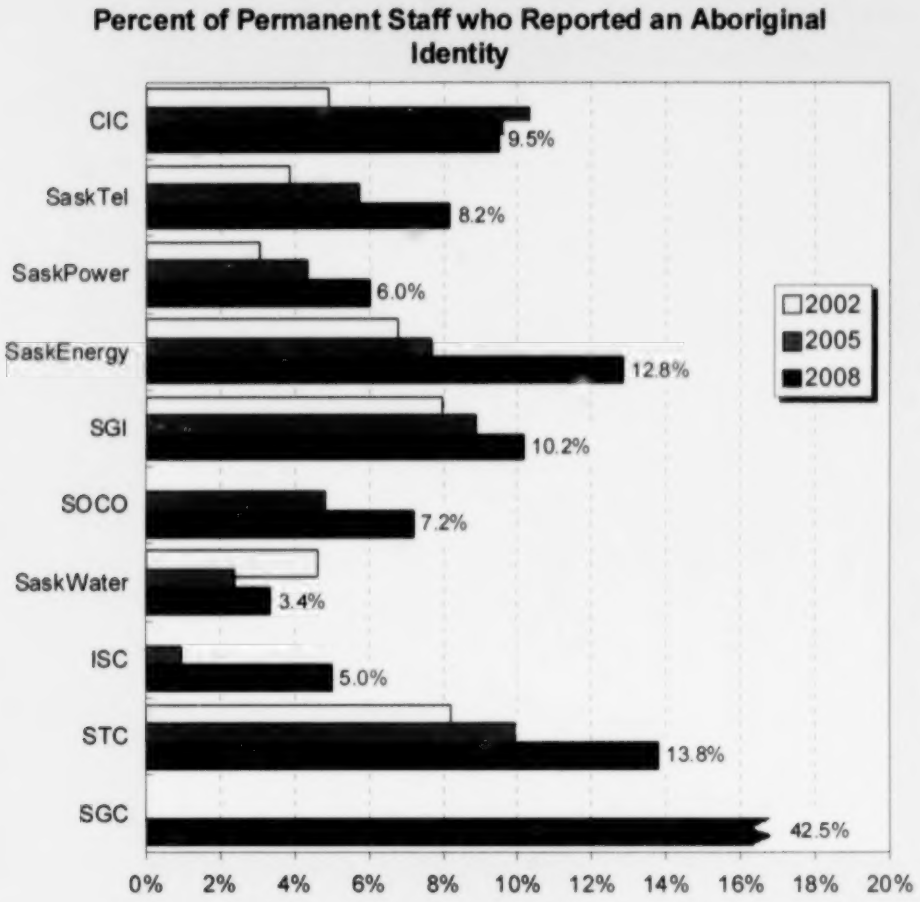


- Over the seven years ending in 2008, the proportion of permanent crown staff who self-identify as Aboriginal has increased from 4.6% to 8.4%. The inclusion of SGC raises the proportion to 11.7%.

- In absolute terms, and including SGC, there are now 1,479 permanent and non-permanent Aboriginal employees (excluding students) in the crowns, an increase from 550 in 2002.

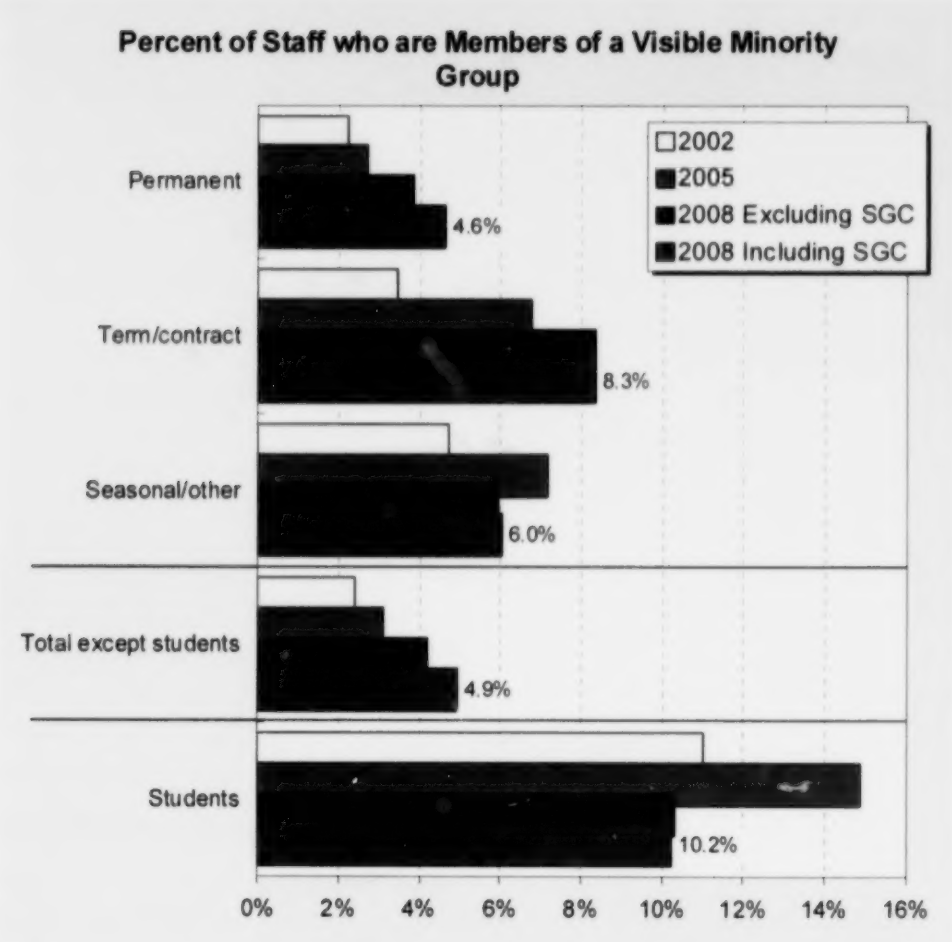
- Aboriginal employees are much more common in non-permanent positions and among students than in permanent positions.

Aboriginal Identity by Crown Corporation



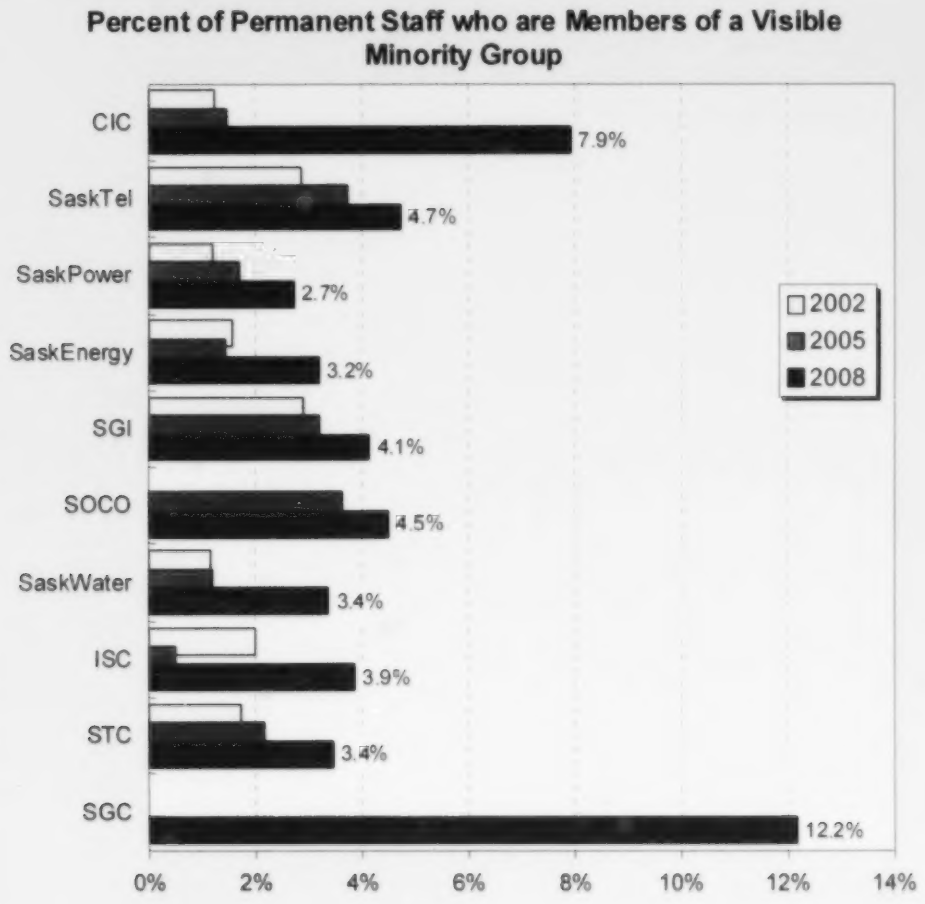
- All of the crowns except SaskWater show an increase in the proportion of staff who are Aboriginal over the seven years ending in 2008.
- The Saskatchewan Human Rights Commission has a 2008 target of 14.3% for Aboriginal employees – STC and SaskEnergy are close to this proportion. SGC is well above that level.

Membership in a Visible Minority Group



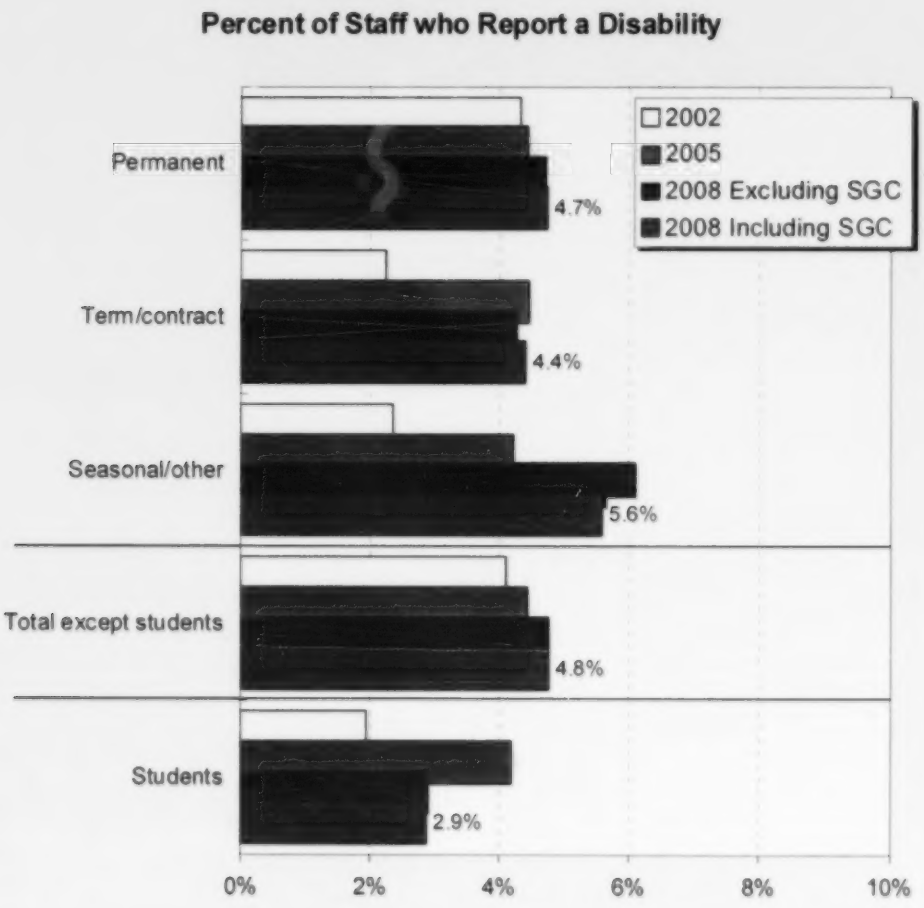
- As with Aboriginal employees in the crowns, those who are members of a visible minority group are more common among non-permanent staff and among students than among permanent staff.
- The proportion of permanent staff who are members of a visible minority group has increased over the seven years from 2.2% to 3.8%; 4.6% if SGC is included.

Visible Minority Membership by Crown



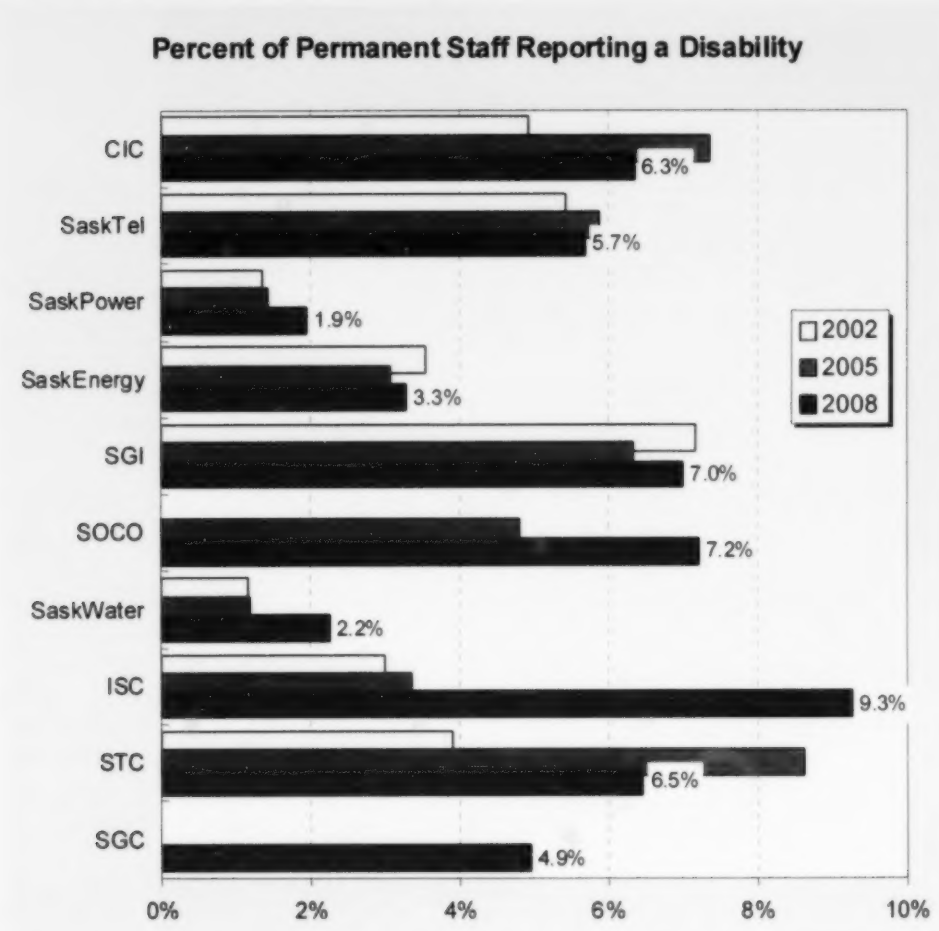
- The upward trend among members of a visible minority group is largely a consequence of increases in the larger crowns – SaskTel and SaskPower, for example.
- The Saskatchewan Human Rights Commission has a 2008 target of 3.1% for employees who are members of a visible minority group, 4.3% in the cities of Saskatoon and Regina. CIC, SGC, SaskTel and SOCO are above this level – SGI is close.
- All of the crowns show increases over the years.

Persons Reporting a Disability



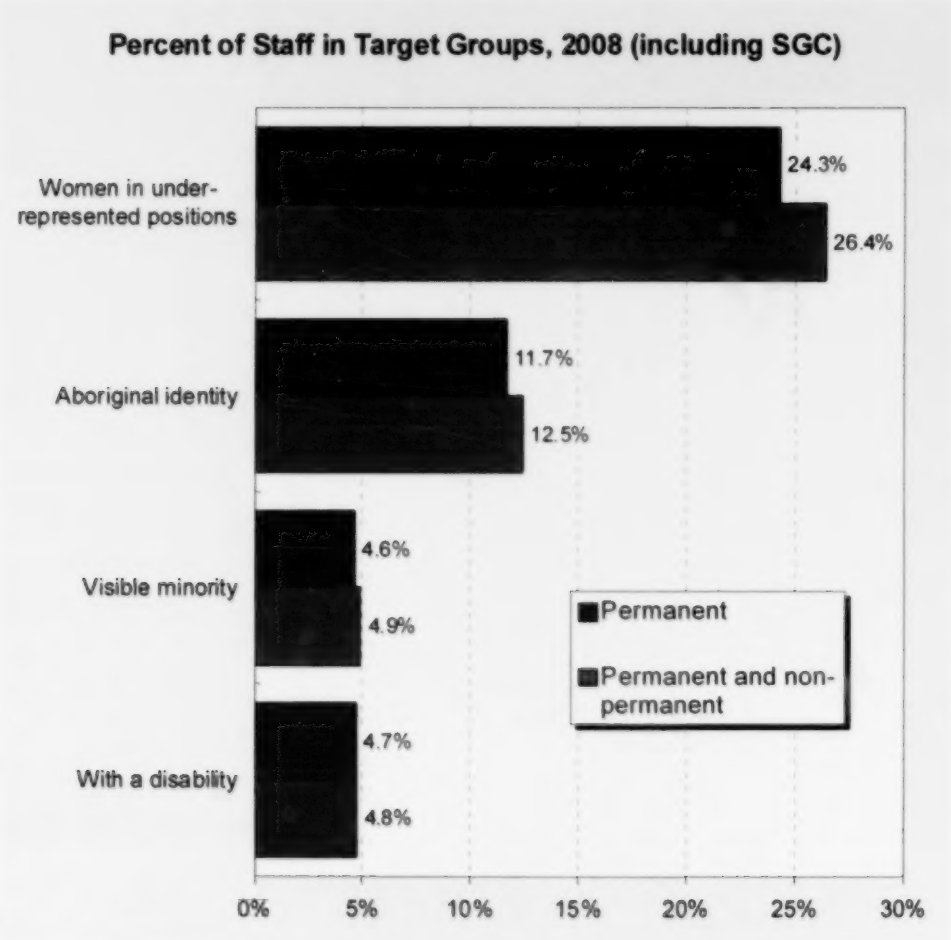
- The proportion of permanent and non-permanent staff who report a disability has been effectively constant over the seven years ending in 2008.
- There is, however, an upward trend among non-permanent staff and among students.
- The incorporation of SGC has had no significant impact on the relative size of this diversity group.

Persons Reporting a Disability by Crown



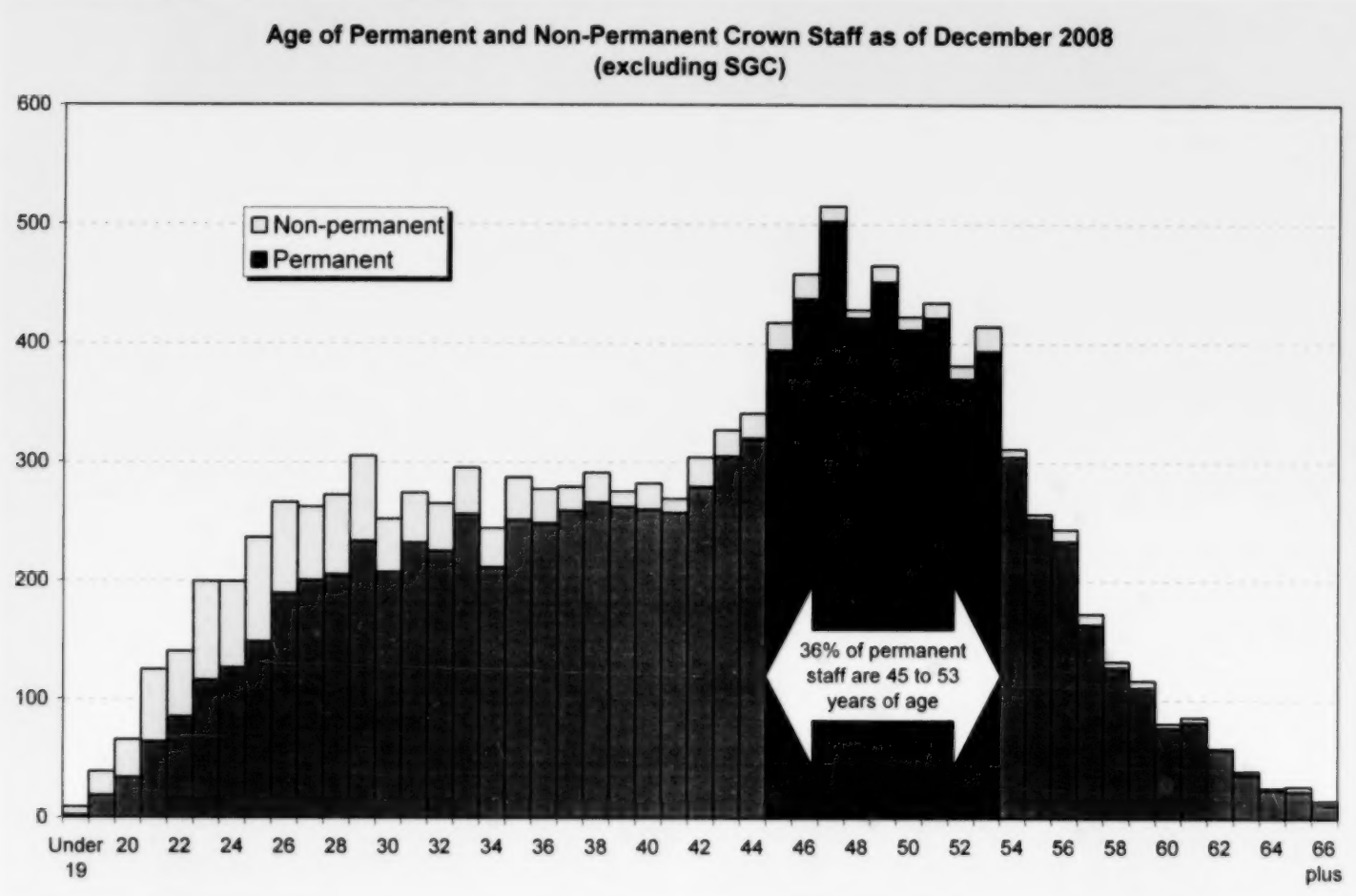
- Those who report a disability are less common at SaskPower and SaskWater and stable at SaskEnergy.
- While still high relative to other crowns, the proportion is also stable at SGI.
- The Saskatchewan Human Rights Commission has a 2008 target of 9.7% for employees who report a disability. ISC is the only crown that is close to this level.

Summary of Diversity Measures for 2008



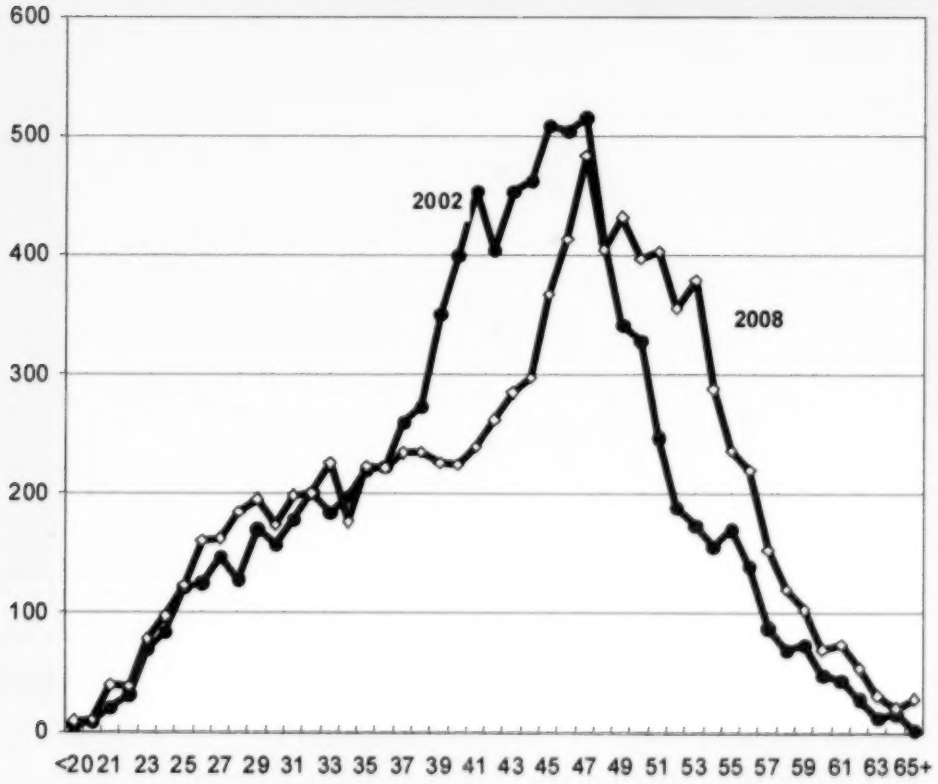
- Including SGC, the proportion of permanent staff in the crowns who are Aboriginal was 11.7% at the end of 2008.
- At the same point in time, 4.6% and 4.7% were, respectively, members of a visible minority group or reporting a disability.
- Women represent one in four employees in under-represented positions.
- In each of the designated groups, the proportions are higher in non-permanent staff.

The "Bubble": Crown Employees by Individual Age



The Bubble Advances

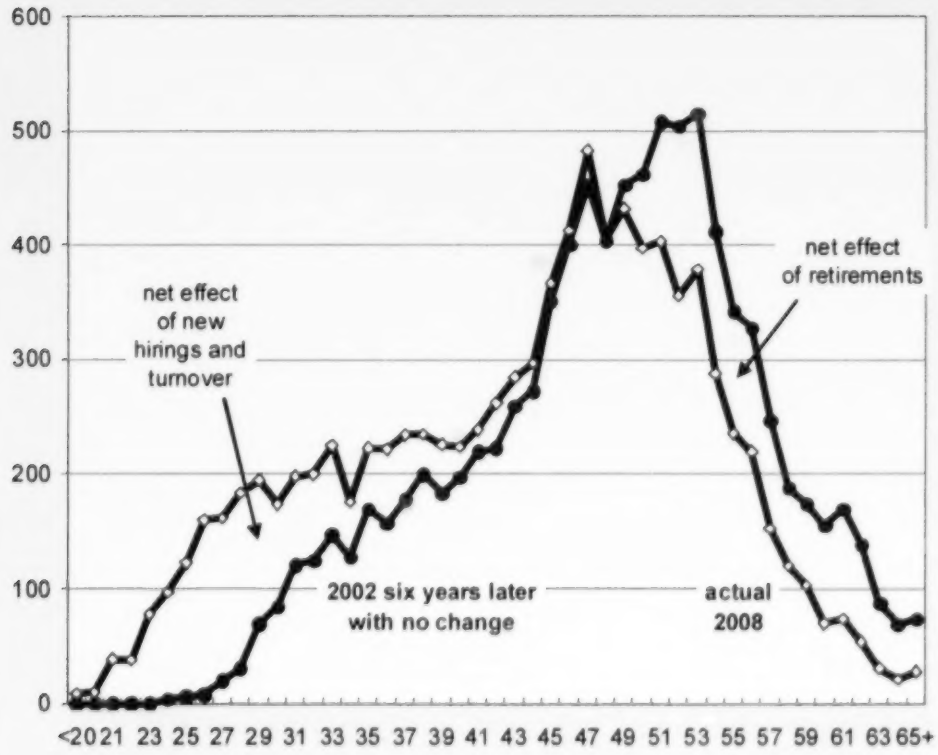
Comparison of Ages for Permanent Crown Employees (excluding SGC)



- Over the seven years ending in 2008, the "bubble" has shifted to the right in the age distribution.
- The general aging of the staff over the years led to a dramatic decline among those in their early forties and a corresponding increase among those in their early fifties.
- That trend is accompanied by a steady increase in the proportion of permanent staff 55 or older. After declining from 2002 to 2004, the number under 35 is beginning to increase.
- The average age of permanent staff was 43.4 years in 2008 compared with 42.3 in 2002.

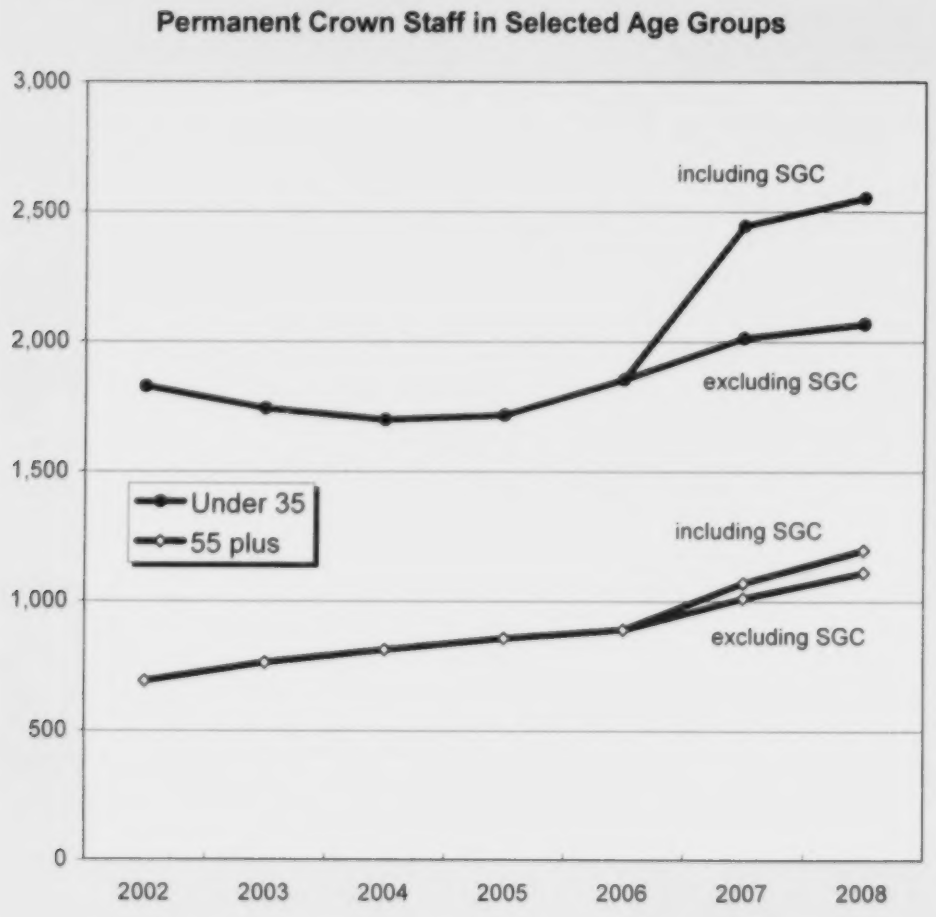
Effect of Crown Sector Human Resource Initiatives

Effect of Retirement and non-Retirement Turnover, "Managing the Bubble" Initiatives, and New Hirings on the Ages for Permanent Crown Employees (excluding SGC)


600
500
400
300
200
100
0
net effect of new hirings and turnover
net effect of retirements
2002 six years later with no change
actual 2008
<20 21 23 25 27 29 31 33 35 37 39 41 43 45 47 49 51 53 55 57 59 61 63 65+

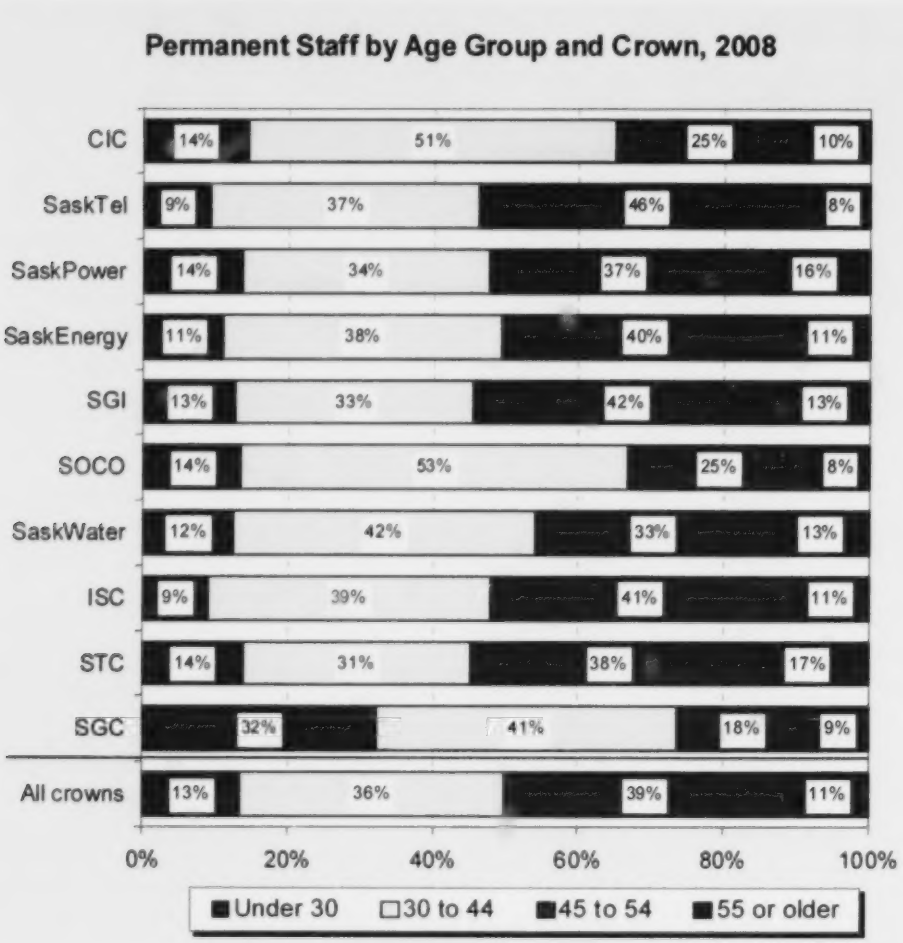
- This chart shows the effect of changes in the age of permanent staff from 2002 to 2008 with the effect of natural aging removed.
- The differences between the lines at older age groups will largely be the result of retirements (including early retirements).
- In younger age groups, the differences are largely from hiring younger staff, net of the relatively high turnover in this age group.
- The net effect of the changes over the period has been to "dampen" the peak which, without interventions, would have led to a large number of staff in their fifties. Instead, the peak of the "bubble" is at age 47, the same as it was in 2002.

Potential Retirements



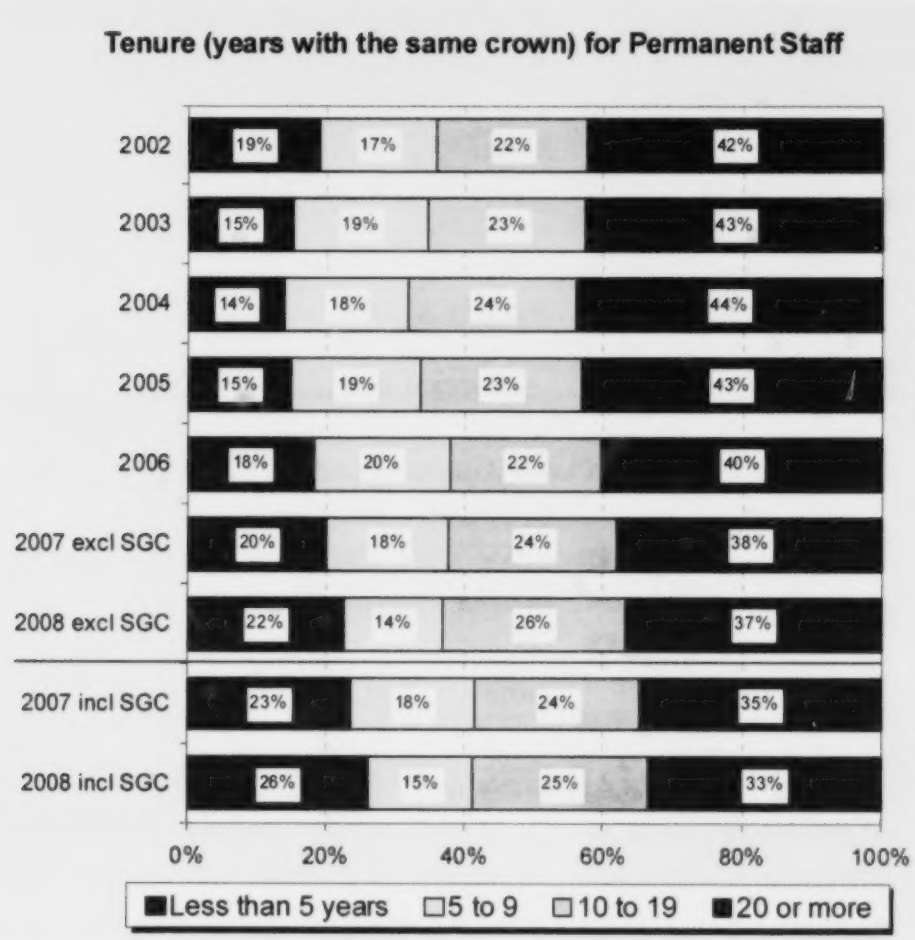
- In the past three years, the average retirement age among permanent crown employees (excluding those who retired under SaskTel's ERP) has been 57 years.
- The figure shows an increasing number of permanent crown employees who are 55 & older and therefore potential retirees. (More than 300 of these are 60 or older.)
- After dropping for several years, the number of younger crown employees is now increasing.

Age by Crown Corporation, 2008 (Permanent Only)



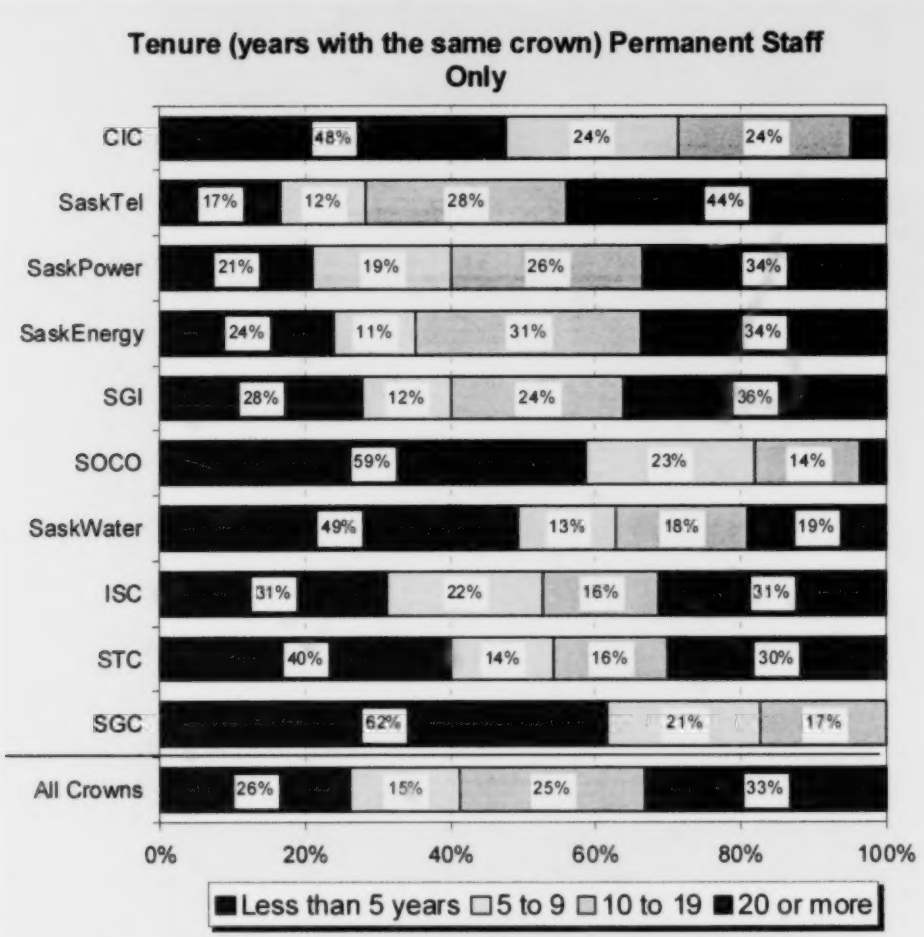
- The proportion of permanent staff who are 55 or older is highest at STC and SaskPower.
- The proportion of permanent staff who are under 30 years of age is highest at SGC, STC, SOCO, SaskPower, and CIC.
- At least part of the reason for the relatively small number of young people at SaskTel is the lack of growth in the crown corporation over the period.
- Those in the pre-retirement age group (45 to 54) are most common at SaskTel and least common at SGC, CIC, and SOCO.

Tenure (years with the same crown)



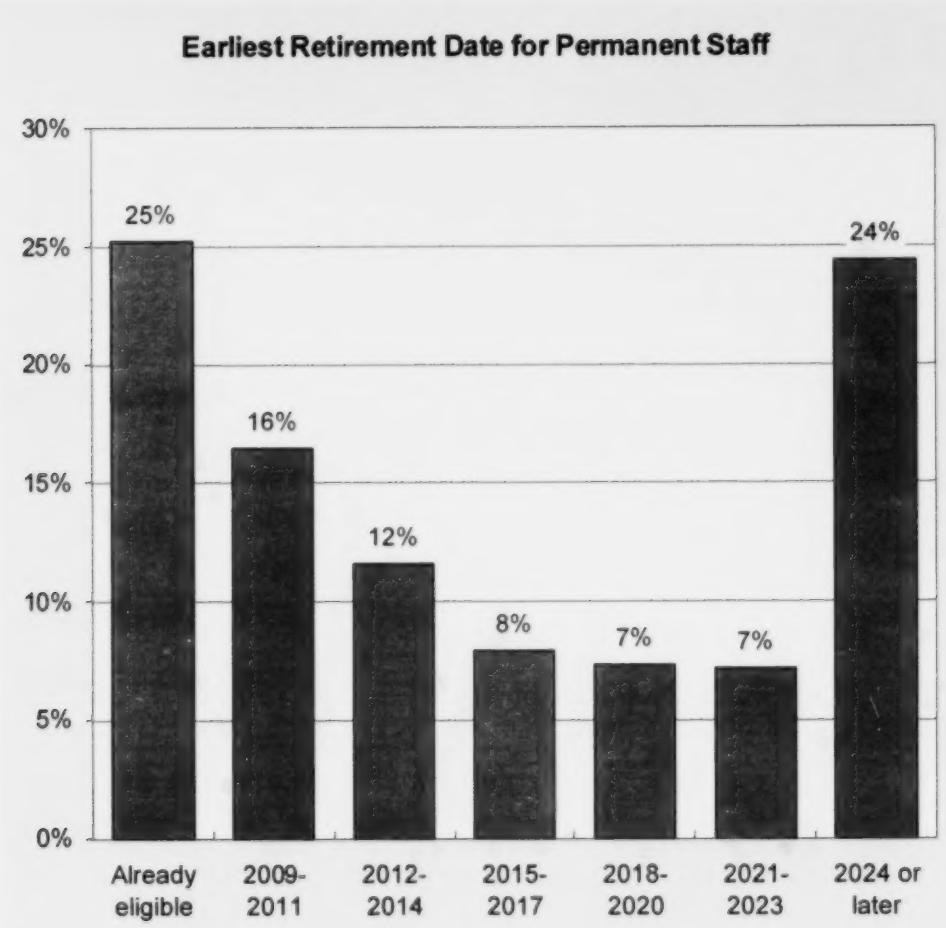
- Average tenure among permanent staff is gradually declining.
- This is best understood by noting that, excluding SGC, the proportion of permanent staff who have been with their current crown for 20 or more years has dropped from 44% in 2004 to 37% in 2008. Over the same period, the proportion with less than five years tenure has increased from 14% to 22%.
- Looked at another way, the average permanent staff member in the crowns (excluding SGC) now has tenure of 15.2 years compared with 16.7 years in 2004.

Tenure by Crown, 2008



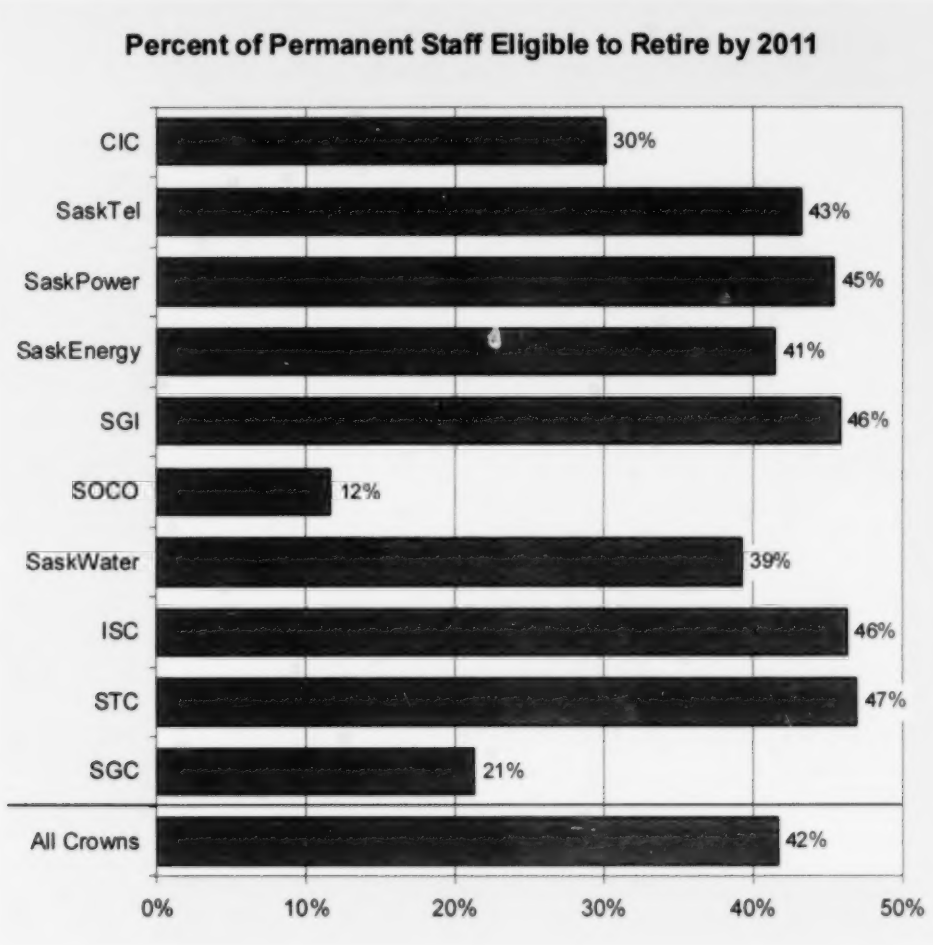
- Average tenure is highest at SaskTel and lowest at SGC, CIC, and SOCO.

Earliest Retirement Date



- This is the earliest year in which the permanent staff member can retire without penalty. Most staff can be expected to work beyond their earliest possible retirement date because in most cases this is just the year they turn fifty.
- As of 2008, 25% of permanent staff (including SGC) were already eligible to retire and 42% will be eligible by 2011.

Earliest Retirement Date by Crown



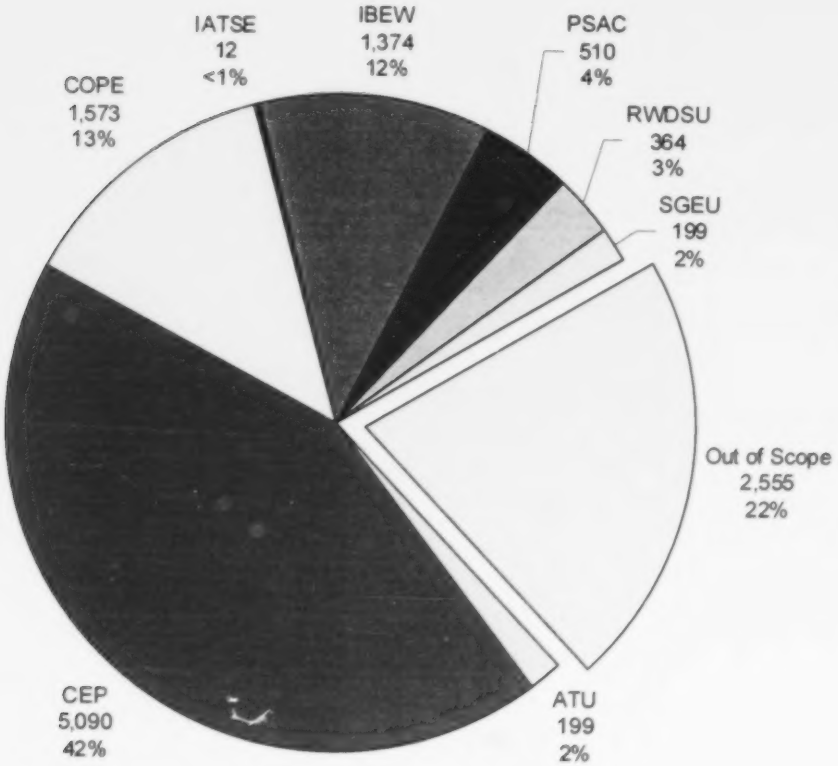
- The proportion of staff who are already eligible or soon will be eligible to retire is the lowest at SOCO, SGC, and CIC.
- All of the other crowns are equally at risk of a large number of staff choosing to retire.

Characteristics of Positions

- Scope
- Salary
- Location
- Occupation and Skill Level

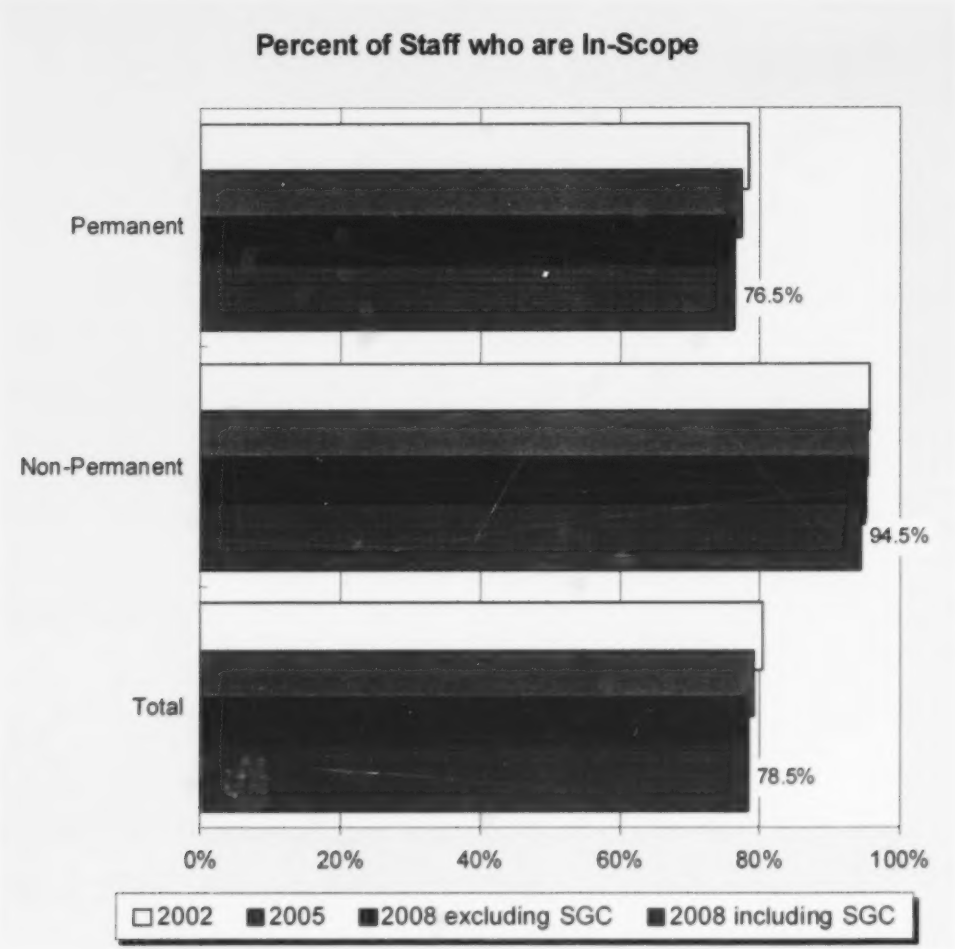
Union Membership

Union Membership Among Permanent and Non-Permanent Employees, 2008



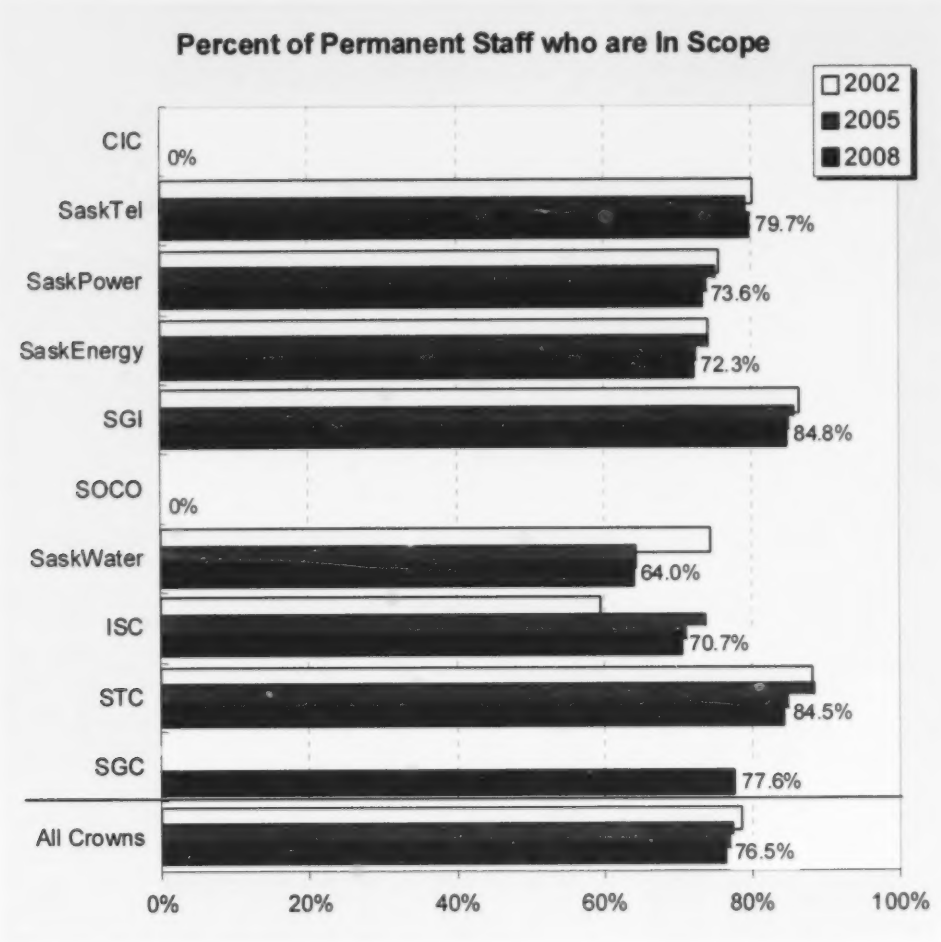
- Although some have very few members, eight different unions are represented among staff in the commercial crowns.
- CEP represents the largest proportion of staff with 42% of the permanent and non-permanent crown staff being members of CEP.

Changes in Union Membership



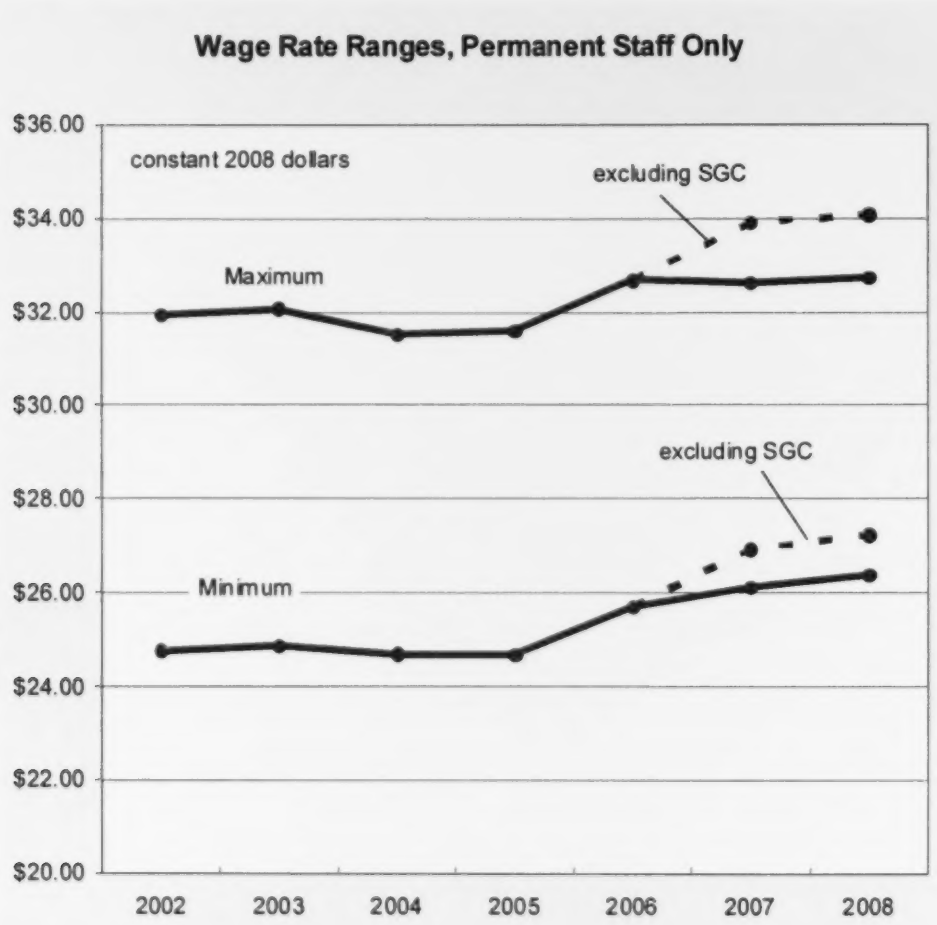
- The proportion of crown staff who are in scope hasn't changed appreciably in the seven years ending in 2008.
- In 2008 and including SGC, union employees represented 78.5% of staff – 76.5% of permanent staff and 94.5% of non-permanent staff.

Union Membership by Crown



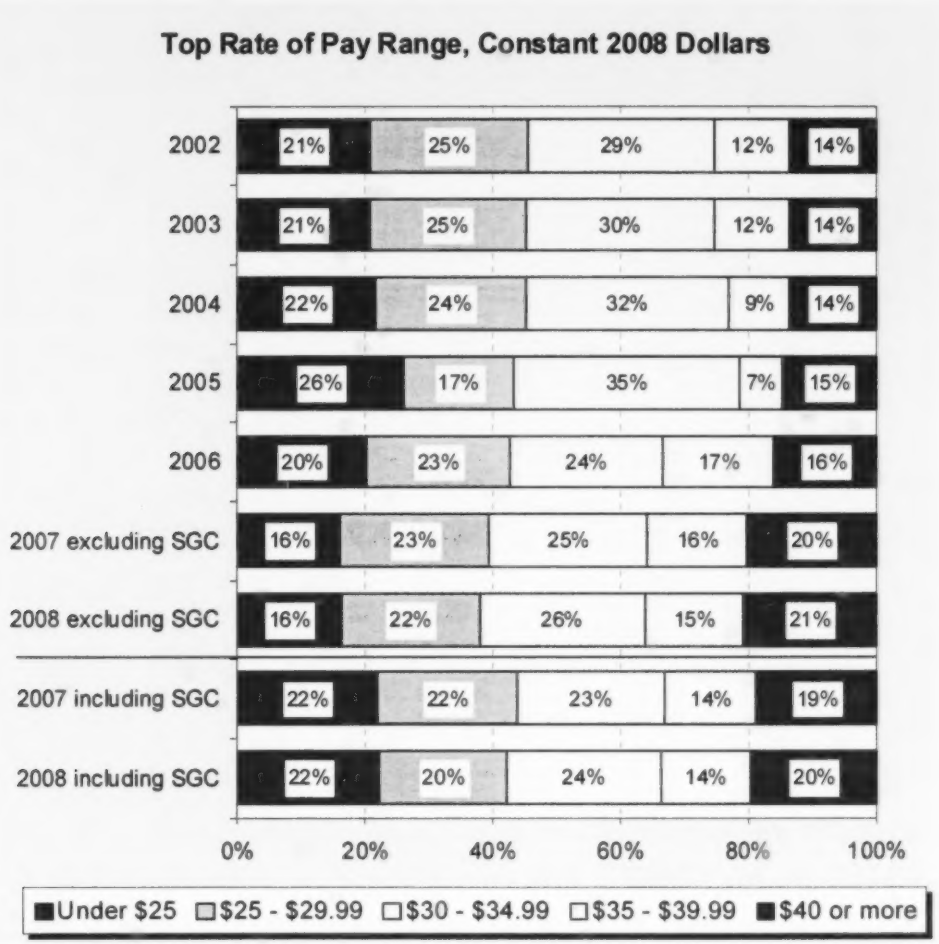
- Not counting CIC or SOCO, in-scope staff are the least common at SaskWater and the most common at STC and SGI.

Salary Ranges



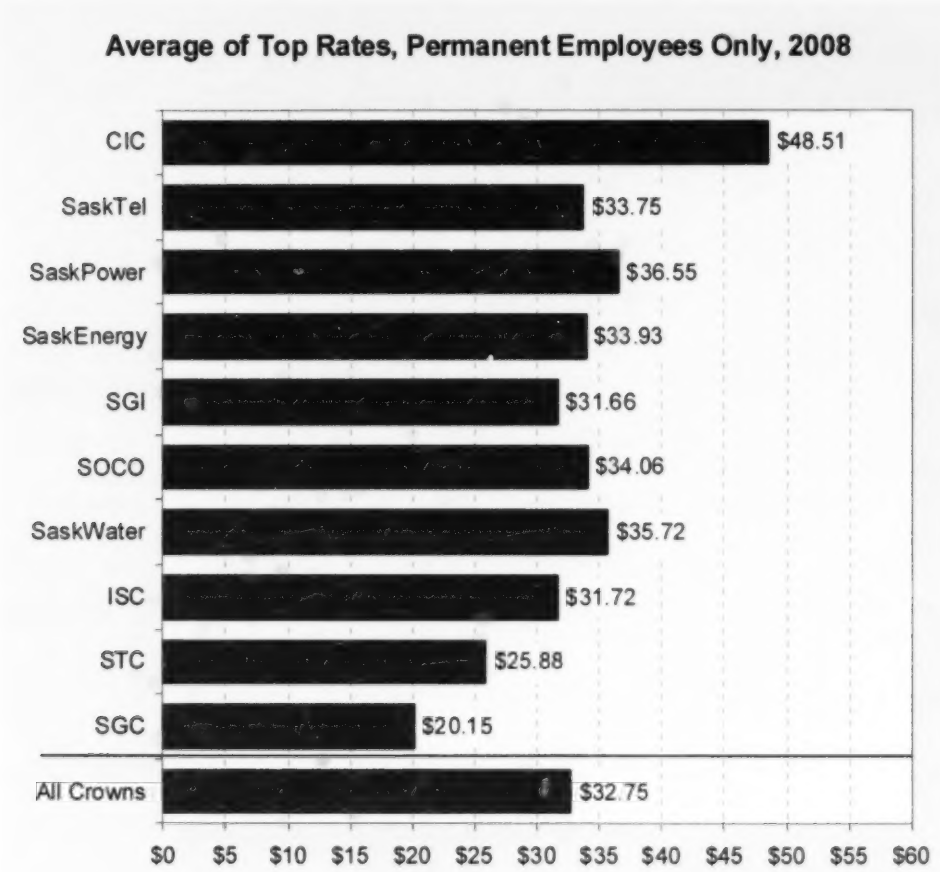
- The database includes the range of salaries and wages paid to crown staff (but not the actual wage rate).
- Excluding SGC and adjusted for inflation by using constant 2008$, the average top rate was $34.08 in 2008 compared with $31.95 in 2002. The figure shows that the increase occurred in 2006 and 2007.
- Because of lower average pay rates, the inclusion of SGC has a dampening effect on the average wage rate in the crowns.

Salary Ranges (constant 2008 dollars, permanent staff only)



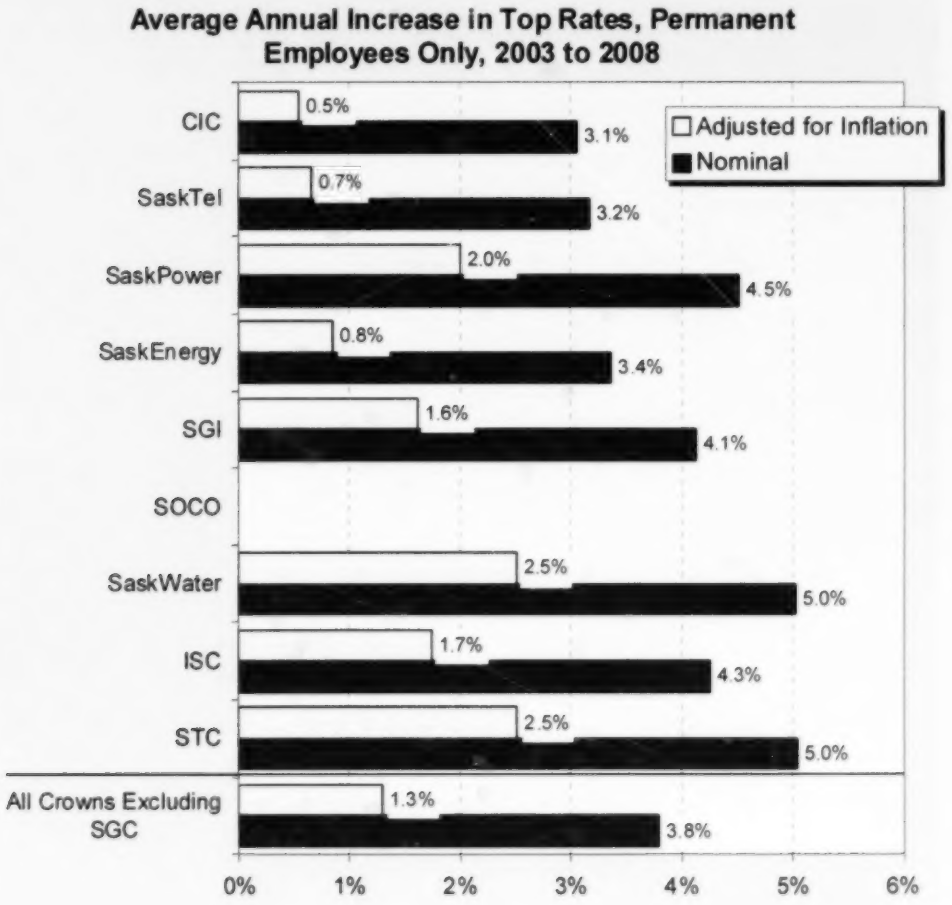
- The increase in the top rate over the past two years is because of a significant increase in the proportion with rates above $35.00/hour – from 22% in 2005 to 36% in 2008.
- At the other end of the scale, 42% have a top rate of less than $30.00 (including SGC), down from 46% in 2002.

Salary Ranges by Crown



- As of 2008, the top rate was highest at CIC ($48.51) and lowest at STC and at SGC.
- The provincial average hourly wage rate (among all paid workers including seasonal and temporary workers) was $20.33 in 2008.

Growth in Salary Ranges by Crown, Permanent Employees Only

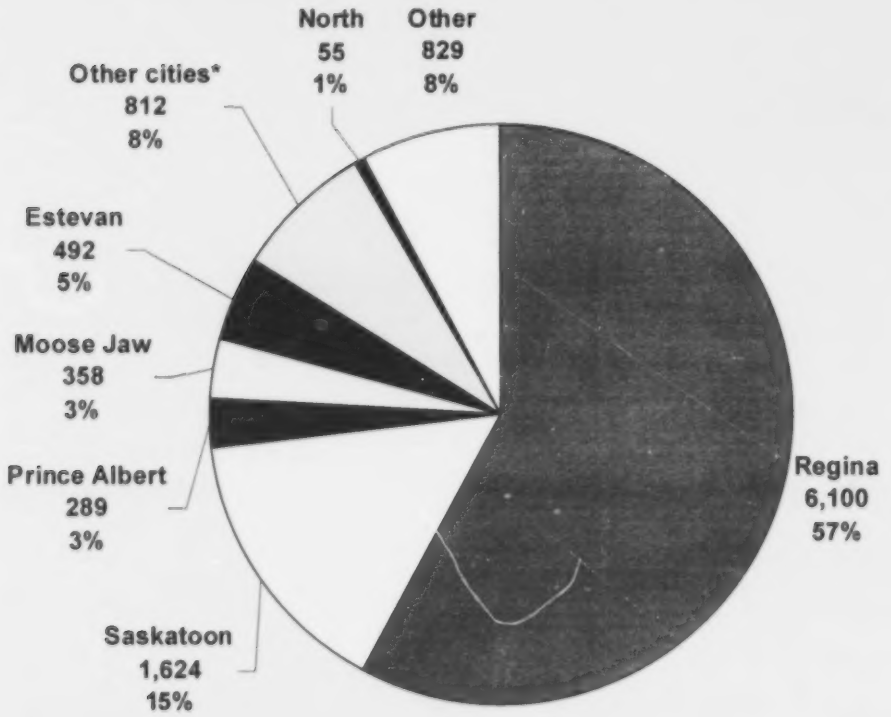


- In the five years from 2003 to 2008, and adjusted for inflation, the increase in the top rate has been above average at:
  - STC (2.5% per year);
  - SaskWater (2.5%); and
  - Sask Power (2.0%).

  The increases have been lower at:
  - CIC (0.5% per year);
  - SaskTel (0.7%); and
  - SaskEnergy (0.8%).

Workplace Location

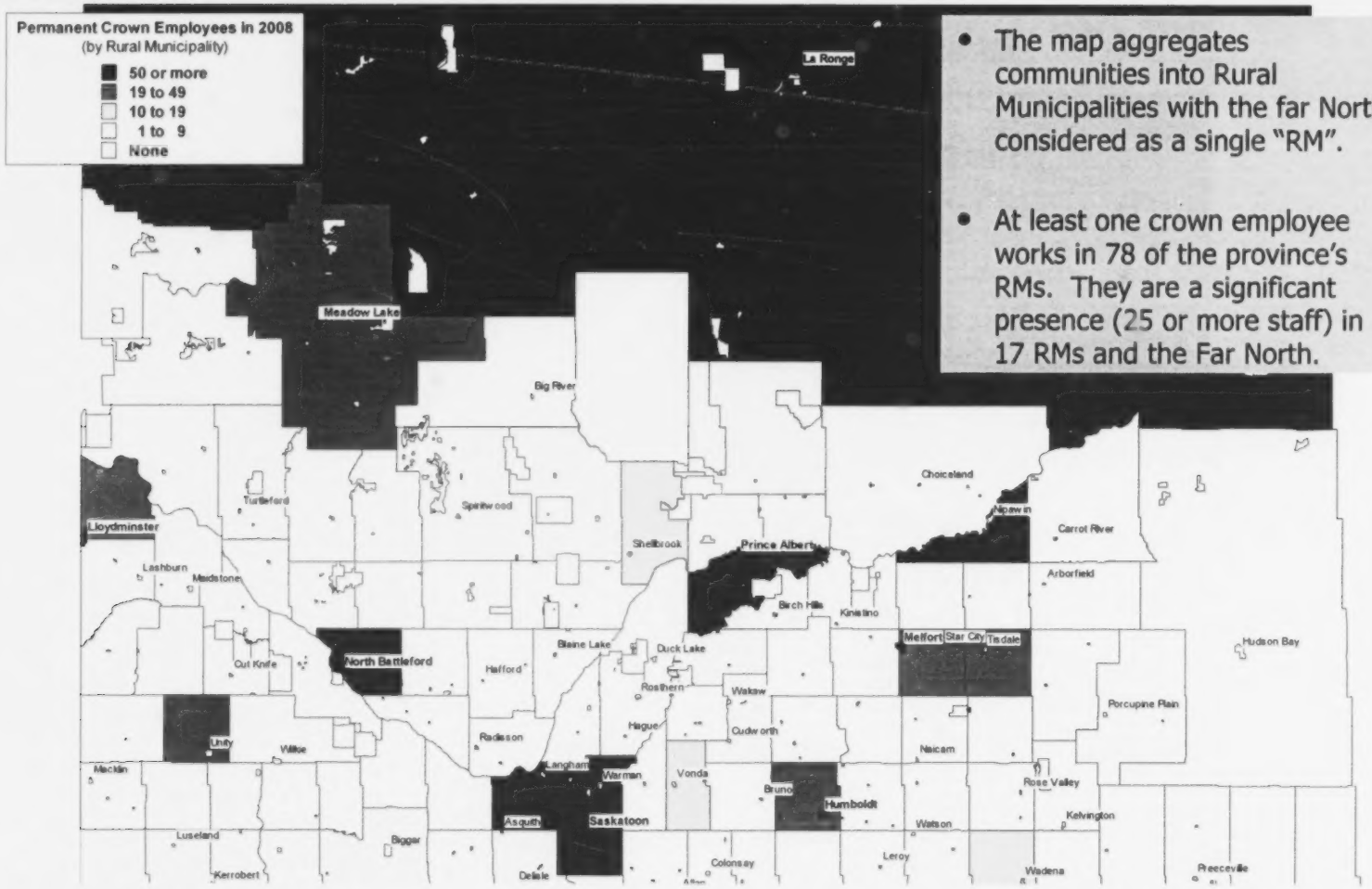
Employment of Permanent Staff by Location, 2008



* Yorkton, Melville, Swift Current, Meadow Lake, Melfort, North Battleford, Weyburn, Lloydminster, Humboldt

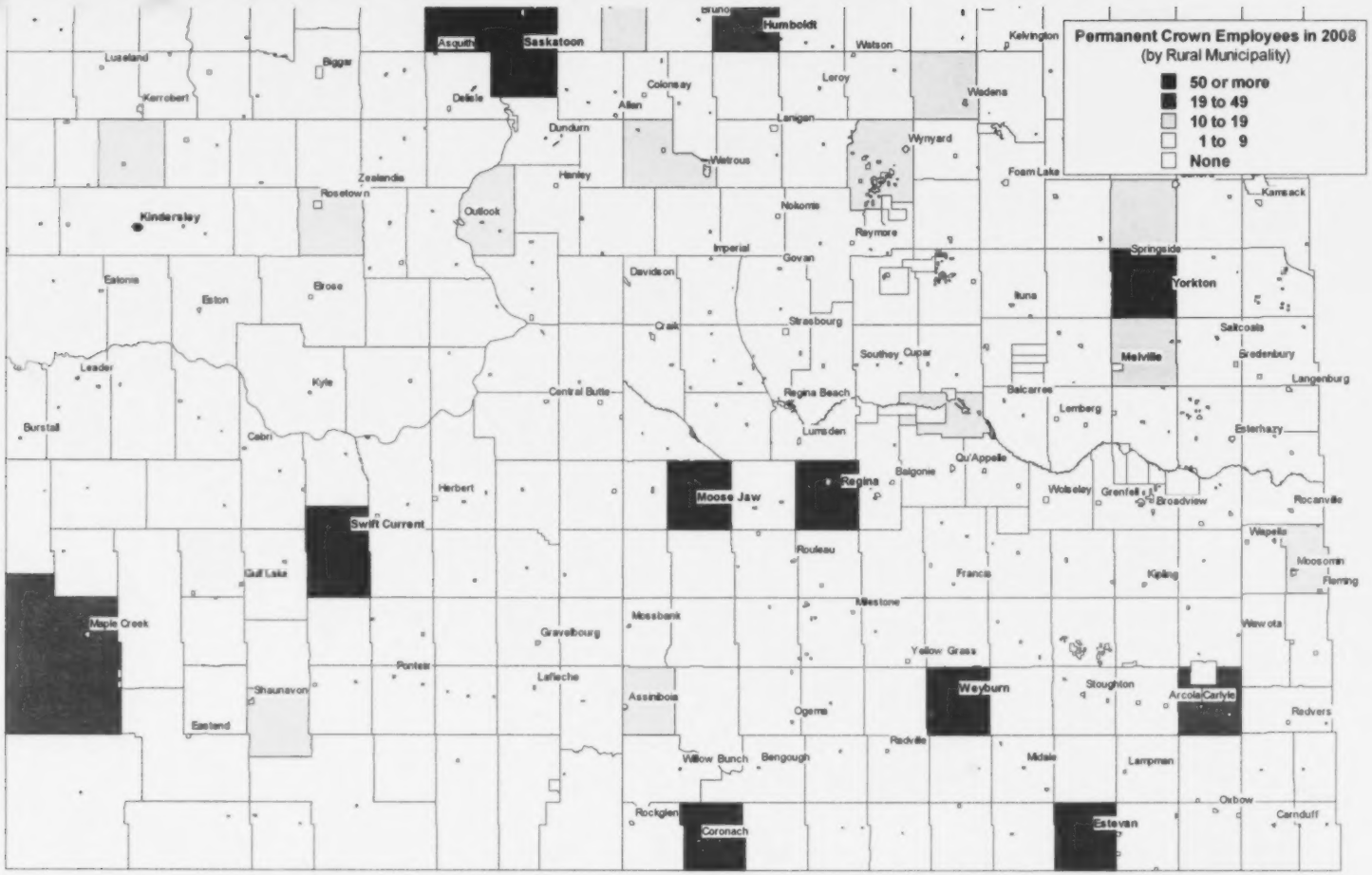
- Just over one half of permanent staff work in Regina and just over three quarters work in one of the four largest cities in the province.
- Another 14% work in larger communities such as Estevan, Yorkton, and Swift Current. One in ten works in a small community including the North.

Workplace Location - North

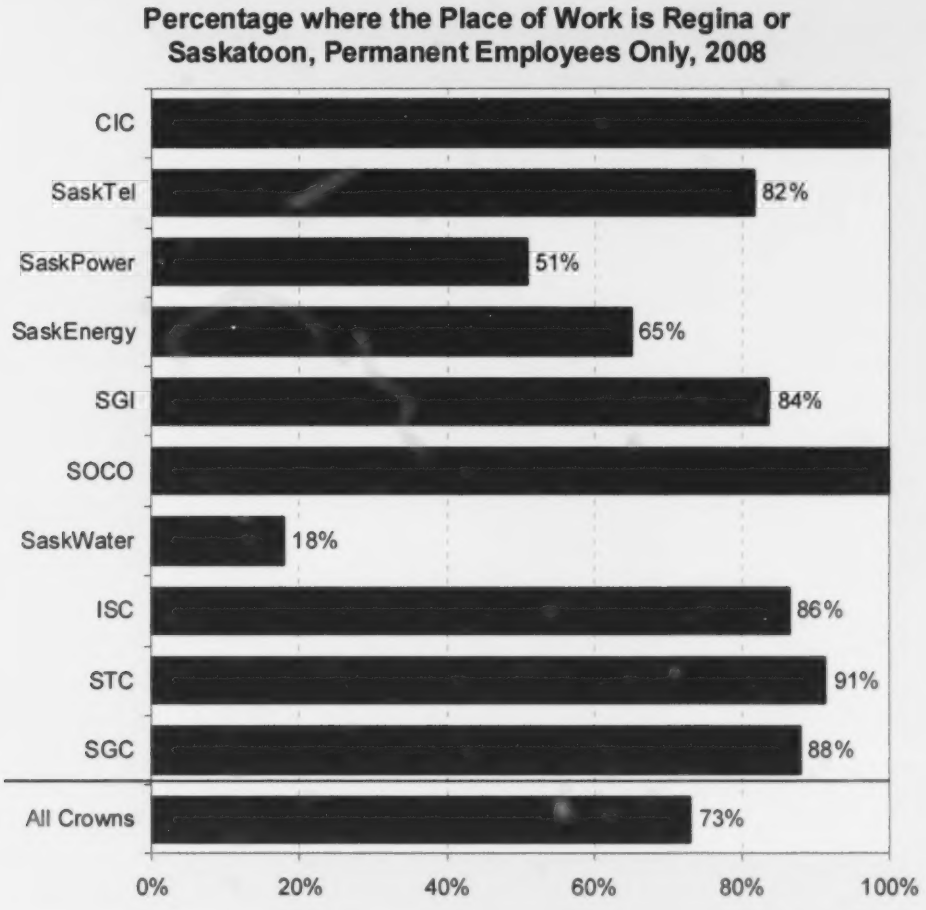


- The map aggregates communities into Rural Municipalities with the far North considered as a single "RM".
- At least one crown employee works in 78 of the province's RMs. They are a significant presence (25 or more staff) in 17 RMs and the Far North.

Workplace Location - South



Workplace Location by Crown



- CIC and SOCO employees work exclusively in Regina and Saskatoon. Most of the other crowns have at least 80% of their permanent staff in either Regina or Saskatoon. The exceptions are SaskPower, SaskEnergy and SaskWater.

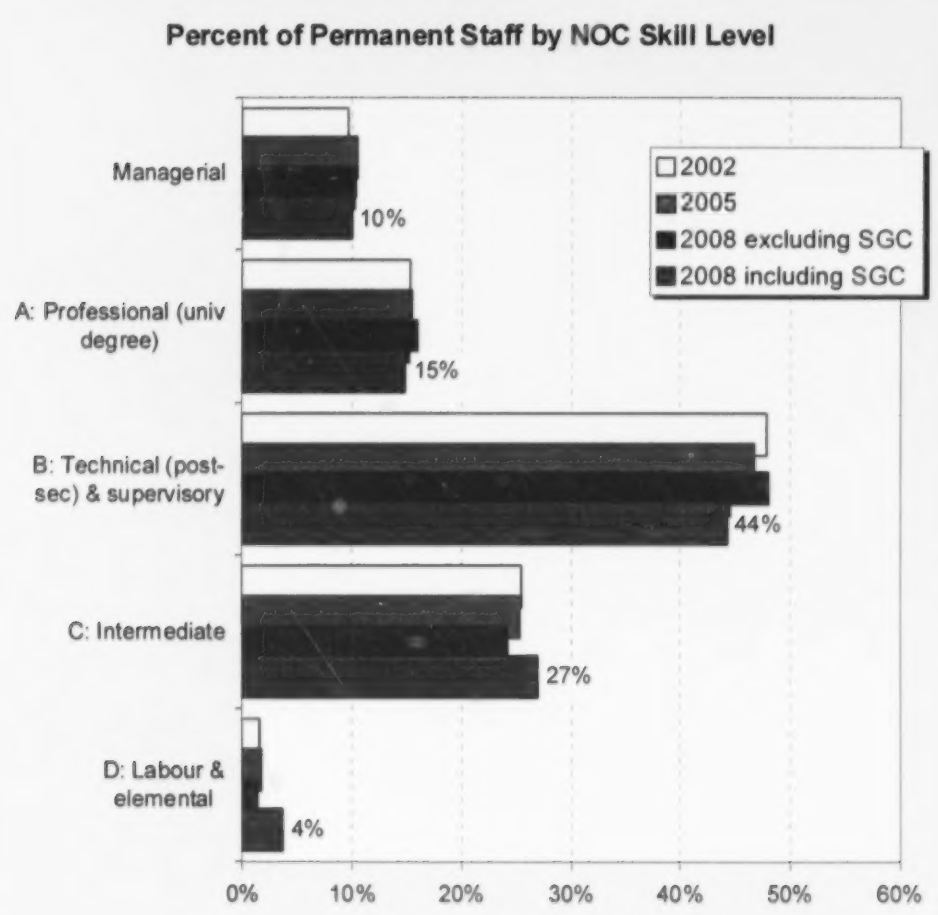
- SaskWater and SaskPower have the largest proportion of staff outside the two major centres – the former because of the head office in Moose Jaw and the latter because of the large number of employees in Estevan and Coronach.

Sample Occupations by NOC Skill Level

			Number in 2008
Managerial	111	Financial managers	88
	112	Human resources managers	49
	211	Engineering managers	60
	611	Sales, marketing, & advertising managers	222
	711	Construction managers	33
	713	Transportation managers	3
A: Professional (typically requires university degree)	1121	Specialists in human resources	119
	2113	Geologists, geochemists, & geophysicists	2
	2133	Electrical & electronics engineers	168
	2161	Mathematicians, statisticians, & actuaries	17
	2174	Computer programmers/interactive media developers	85
	4163	Economic development officers/marketing researchers	118
B: Technical (typically requires a post-secondary certificate or diploma)	1233	Insurance adjusters & claims examiners	304
	2241	Electrical/electronics engineering technologists/technicians	374
	2253	Drafting technologists & technicians	59
	6212	Food service supervisors	25
	7244	Electrical power line & cable workers	387
	7265	Welders and related machine operators	34
C: Intermediate (typically requires grade 12 graduation and on-the-job training)	1411	General office clerks	400
	1432	Payroll clerks	16
	1472	Storekeepers & parts clerks	119
	6443	Casino occupations	332
	7412	Bus drivers & subway & other transit operators	61
	9424	Water & waste plant operators	16
D: Labour and elemental	6611	Cashiers	77
	6641	Food counter attendants & kitchen helpers	32
	6651	Security guards & related occ	67
	6661	Light duty cleaners	3

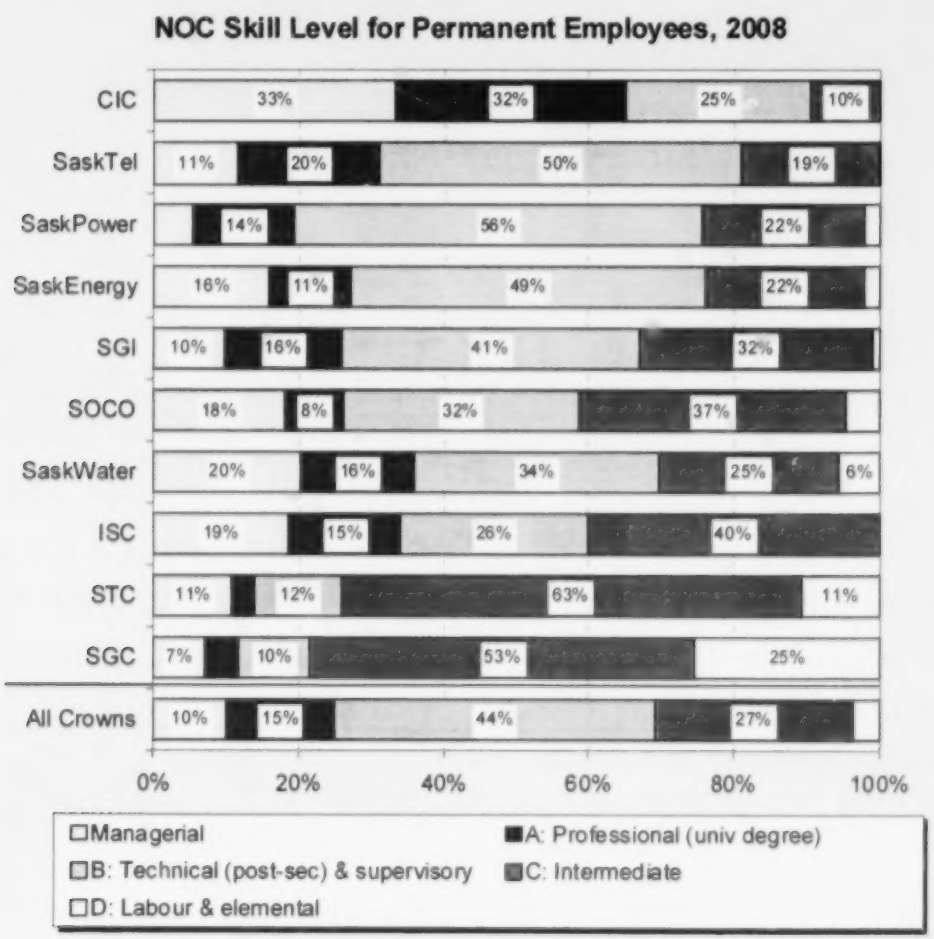
- Each of the permanent positions in the crowns has been assigned an NOC (National Occupational Classification) code for purposes of analysis and for comparisons across crowns.
- Most of the NOC coding is done by the crown staff but some was done as part of the bubble research.
- The NOC coding enables a classification of occupations into four skill levels plus management. This table shows some sample occupations in the crowns by NOC skill level.

Occupation and Skill Level



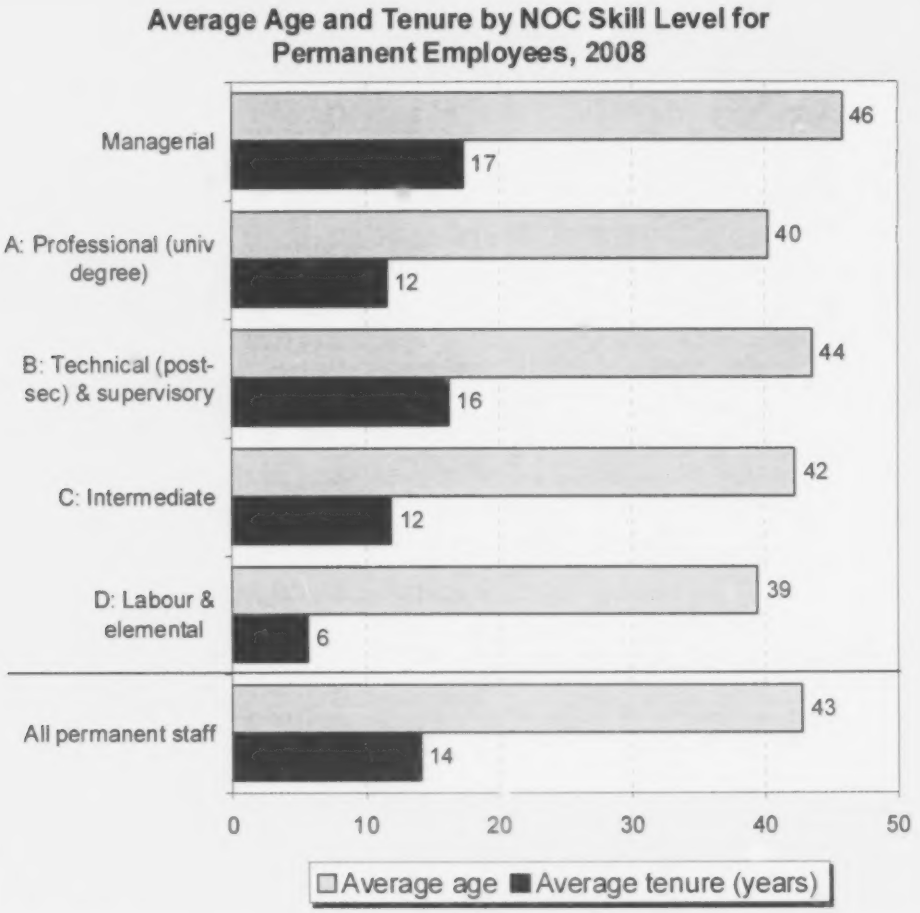
- At least two thirds of crown positions require a post-secondary education. There has been little change in the mix of skill levels over the course of the past seven years.
- The incorporation of SGC has added about 250 lower-skilled positions to the crowns.

Skill Level by Crown



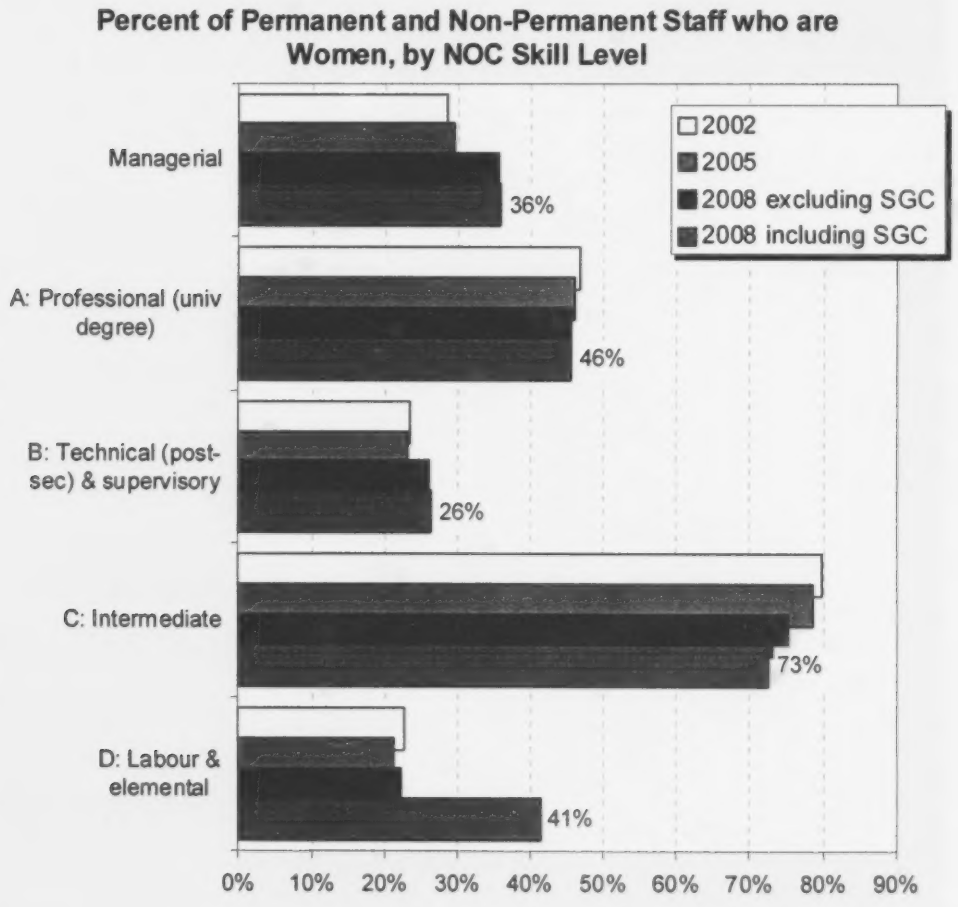
- The crowns with the highest proportion of positions that require a post-secondary education (including managers) are:
  - CIC (90%); and
  - SaskTel (81%).
- Skill level B positions (those that typically require a non-university post-secondary education) are the most common at SaskPower (56%) and SaskTel (50%).
- STC and SGC are the only crown with a significant number of positions (11% and 25% respectively) that normally require less than grade 12.

Age and Tenure by Skill Level



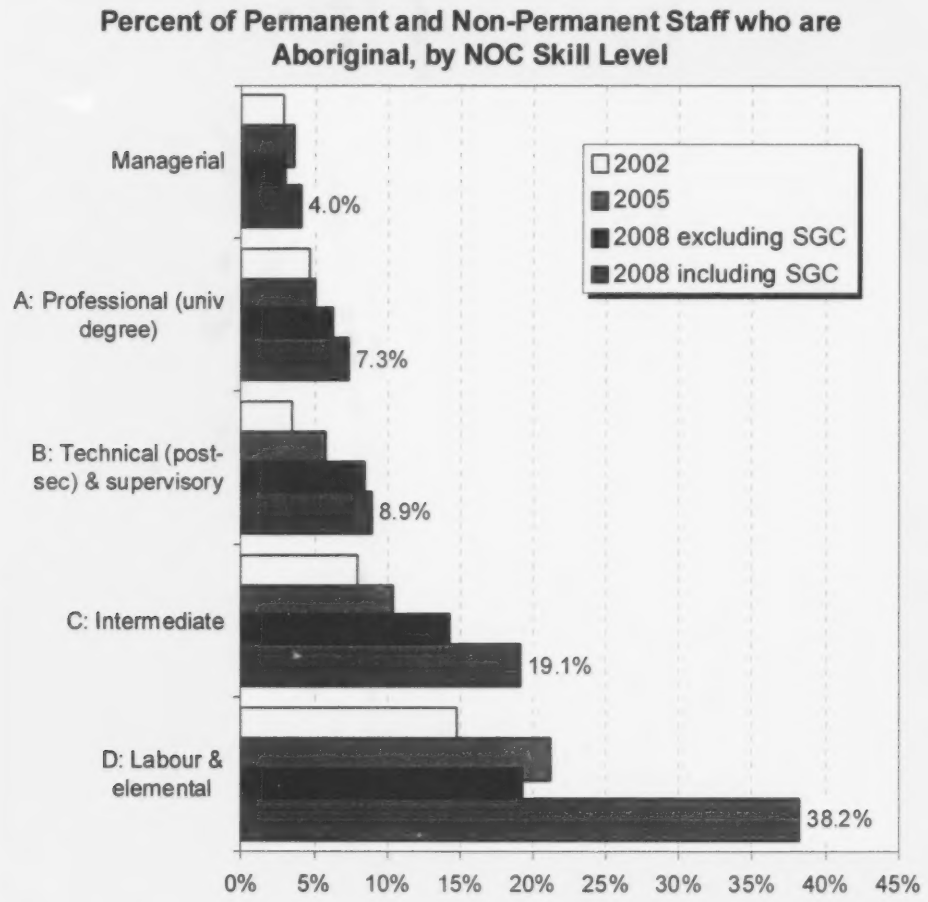
- The highest average ages and the longest tenures are among those employees in positions classified as managerial or technical.
- These positions are more likely to see a large number of retirements in the short term because of the demographic characteristics of those in them.

Gender by Skill Level



- Women are over-represented in occupations classified as intermediate, near 50% in professional occupations requiring a university degree, and under-represented in management and other skill-level occupations.
- The proportion of women in positions with a management or technical skill level has increased somewhat in the seven years ending in 2008.
- The addition of SGC has significantly increased the proportion of women in low-skill occupations.

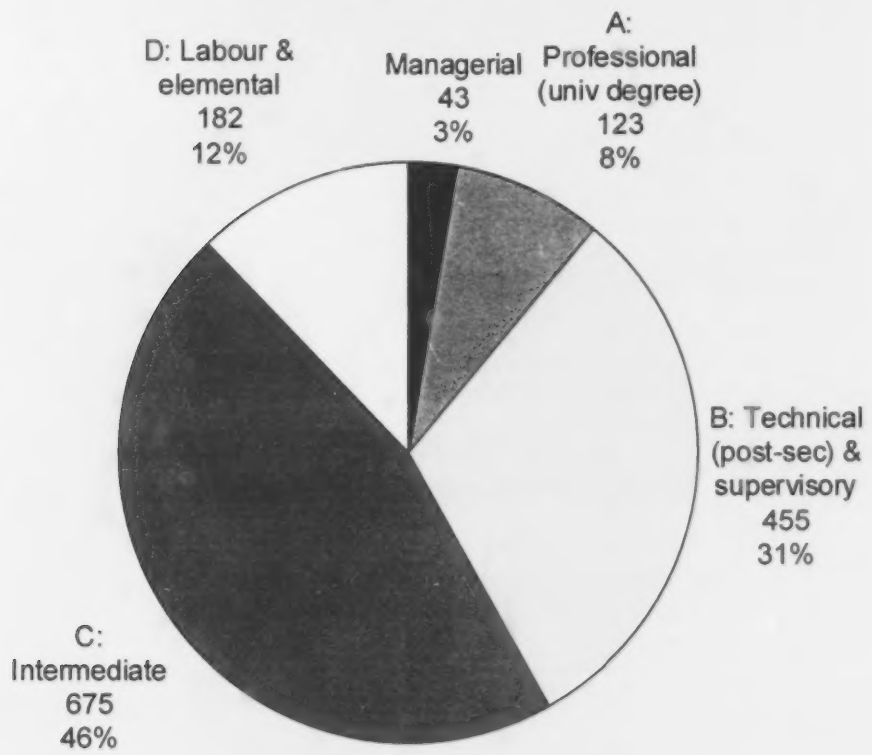
Aboriginal Identity by Skill Level



- Relative to the average, Aboriginal employees are over-represented in occupations that are classified in skill levels C and D. This is especially the case when SGC is incorporated into the data.
- The proportion of employees who are Aboriginal has increased from 2002 to 2008 in each of the skill levels with the sharpest increase in the skill level B and C groups.
- The inclusion of SGC in the statistics increases the proportion of Aboriginal people in each of the skill levels.

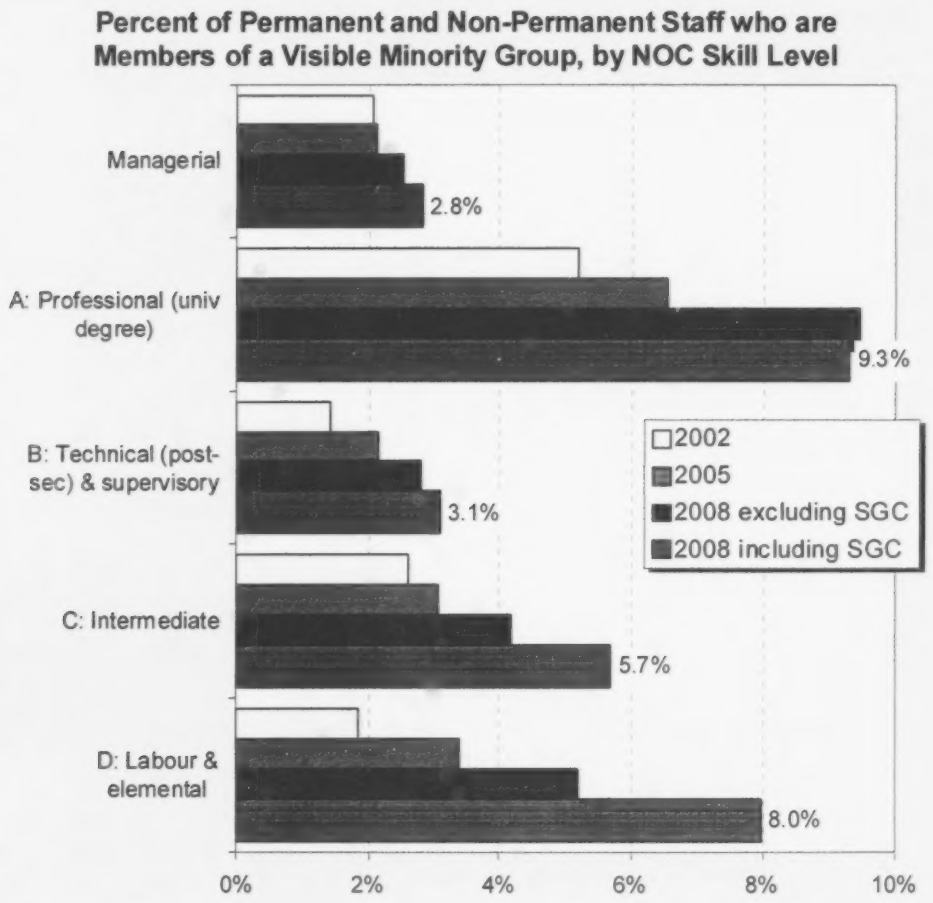
Aboriginal Identity by Skill Level

Skill Levels for Permanent and Non-Permanent Aboriginal Staff in the Crowns, 2008



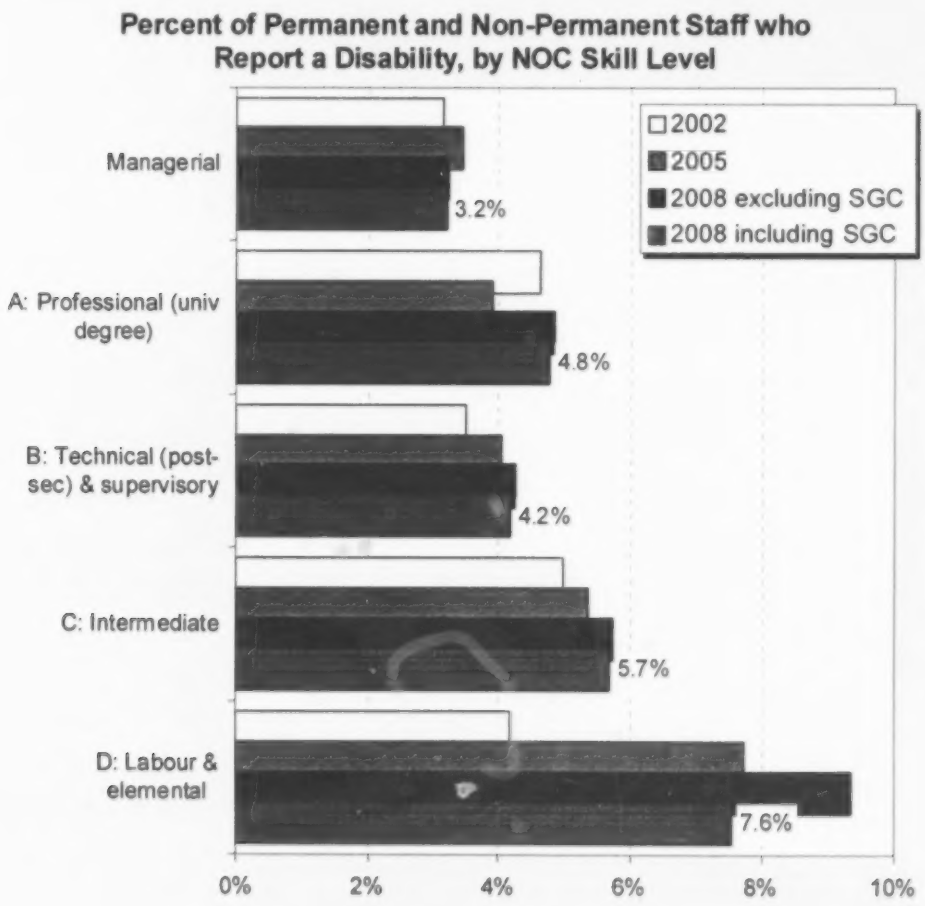
- This is another view of the skill levels for Aboriginal employees in 2008.
- About three in four Aboriginal employees are in skill levels B and C.
- Relatively few are in Managerial and skill level A positions. There are also relatively few in skill level D positions because those low-skill occupations are, except for SGC, rare in the crowns.

Membership in a Visible Minority Group, by Skill Level



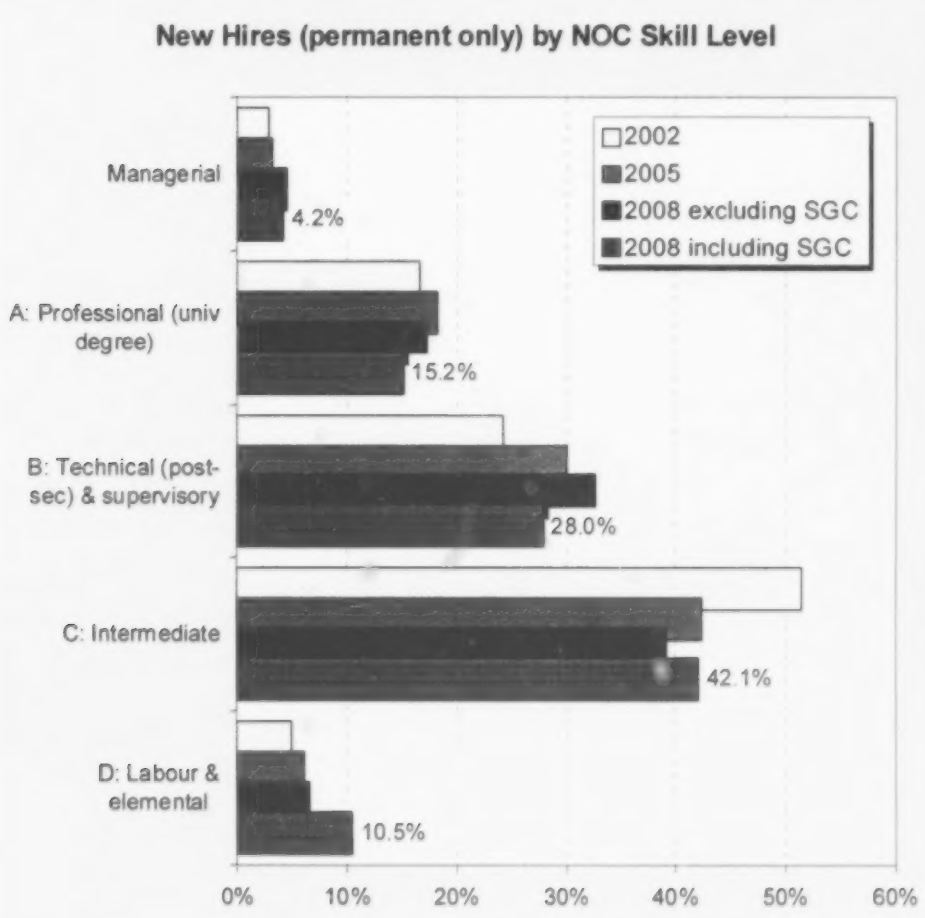
- Since 2002, there have been increases in the proportion who are members of a visible minority group in each of the skill level groups.
- Relative to the average, members of a visible minority group are over-represented in professional occupations.
- The proportion of managers who are members of a visible minority group has increased only slightly.
- The inclusion of SGC in the statistics increases the proportion of staff who are members of a visible minority group in each of skill levels except the skill level A group.

Persons Reporting a Disability, by Skill Level



- Excluding SGC, there have been steady increases in those in Skill Levels B, C, and D who report having a disability.
- The proportion of managers and those in skill level A has not changed appreciably.
- The inclusion of SGC lowers the proportion reporting a disability in each of the skill categories.

New Hires by Skill Level



- The proportion of new hires has gradually switched from those in intermediate positions to those in technical and supervisory positions.
- Including managers, about one half (47%) of new hires will be into positions requiring a post-secondary education. The proportion would be even higher if SGC was excluded.

The number of new hires is measured as those who were first hired in the crown during the twelve months prior to December 31st and who were still working at the end of the year. This won't include internal promotions.

Departures and Turnover

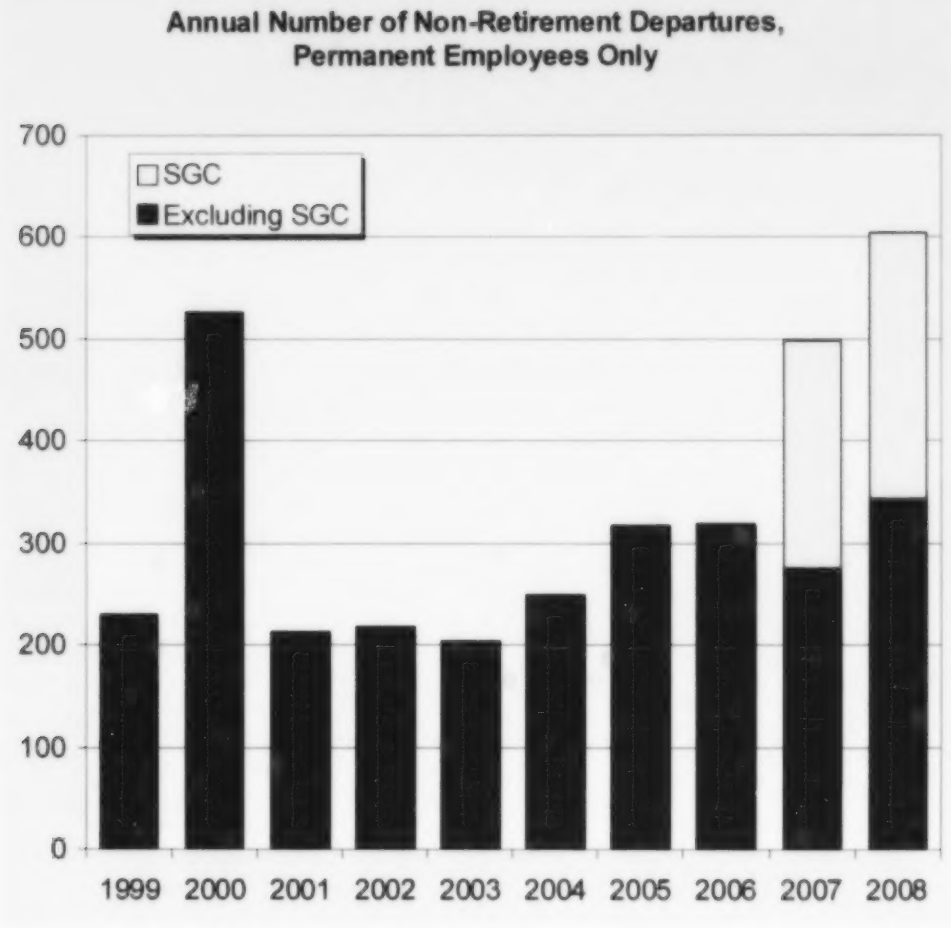
Number of Departures by Reason

	Year of departure								
						Excl. SGC		Incl. SGC	
	2002	2003	2004	2005	2006	2007	2008	2007	2008
To take other employment	62	33	48	79	96	57	89	57	89
Resignation	64	66	79	72	131	123	117	257	339
Dismissal/layoff	31	42	33	45	41	48	70	82	97
Personal Reasons	14	5	13	34	10	13	23	17	31
Moved	16	13	22	16	12	7	11	7	11
Death	11	16	15	11	11	12	10	13	14
Voluntary Separation Program	1	0	0	1	0	0	0	0	0
Other/Unknown	18	29	40	59	18	15	23	65	23
Non-retirement subtotal	217	204	250	317	319	275	343	498	604
Retirement	131	87	90	113	149	181	164	185	165
Early Retirement Plan	83	4	61	142	184	171	129	171	129
Retirement subtotal	214	91	151	255	333	352	293	356	294
Grand total	431	295	401	572	652	627	636	854	898

- Only departures from permanent positions are captured in the database. Those who did not complete their probationary period, for example, are not included. Transfers because of reorganizations (e.g. SaskWater) are not included but moves from one crown to another will register as a departure from one crown and a new hire at the destination. The data cover the ten years from 1999 to 2008. (In 2003, four additional years of retroactive data was obtained for the database.)

- There is no specific reason given (e.g. "resignation" or "job abandonment") for the majority of non-retirement departures.

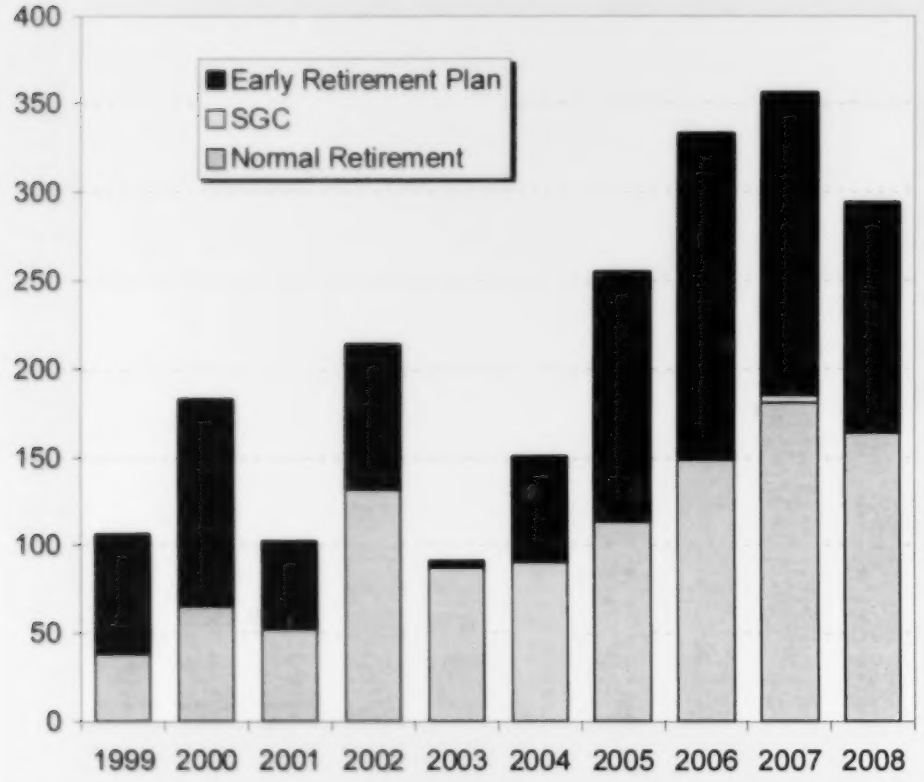
Non-Retirement Departure Trends



- Excluding SGC, the largest number of non-retirement departures was in 2000 during SaskTel's Voluntary Separation Program.
- From a typical level of just over 200 per year in the early part of the decade, the number of non-retirement departures is now about 300 per year.
- The increase will be partly the result of strong demand for skilled workers in the western provinces.
- The inclusion of SGC almost doubles the number of non-retirement departures from the crowns.

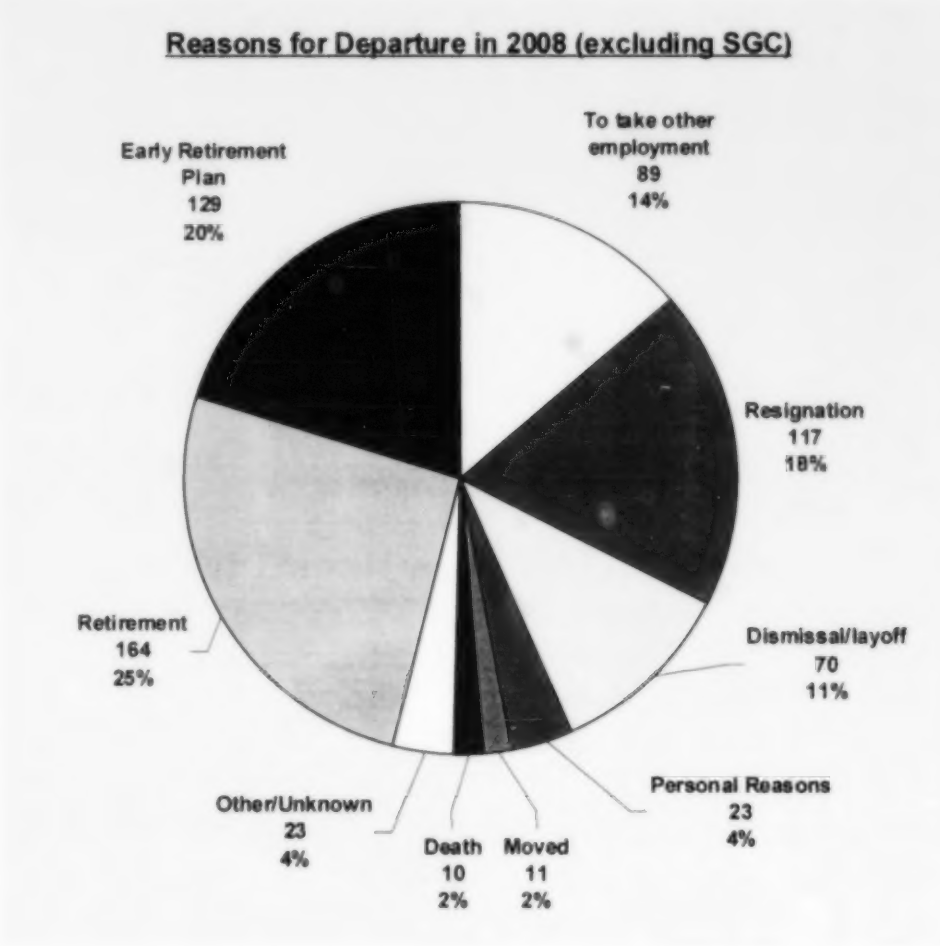
Retirement Departure Trends

Annual Number of Retirements, Permanent Employees Only



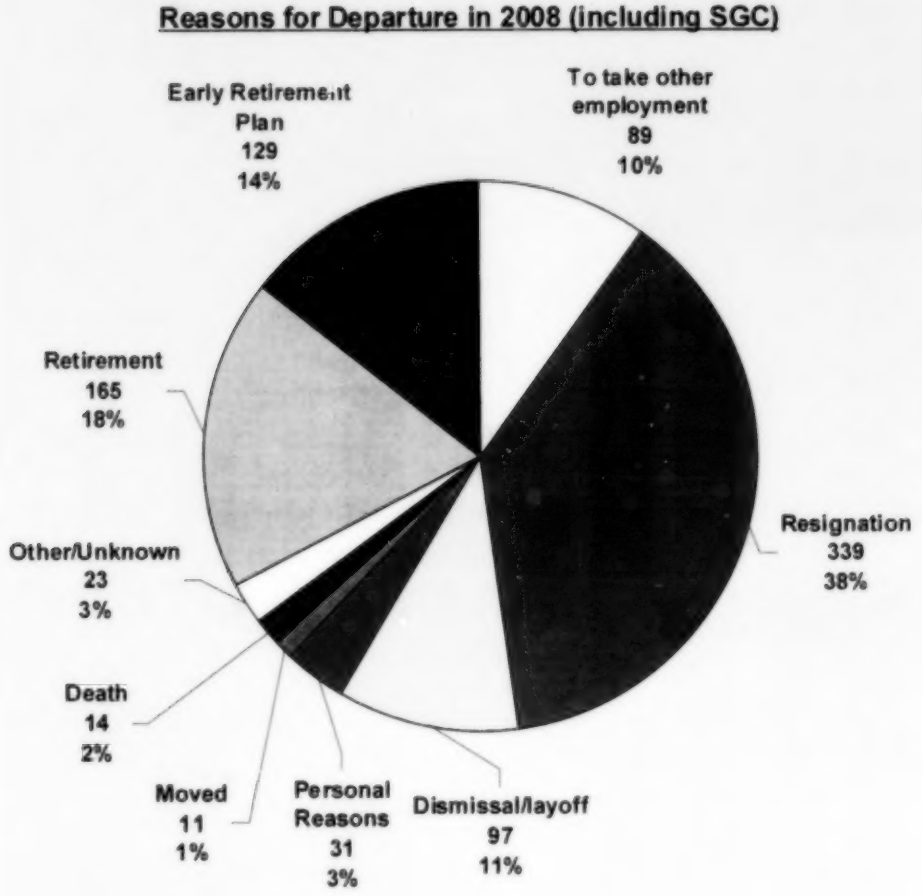
- The total number of retirements fluctuates from year to year because of the early retirement plans at SaskTel.
- Until the drop in 2008 there was a fairly clear upward trend in the number of "normal" retirements.
- The inclusion of SGC has no material effect on the number of retirements. It will, however, have an effect on the rate of retirements because there are so few SGC employees who retire.

Reasons for Departures, 2008, Excluding SGC



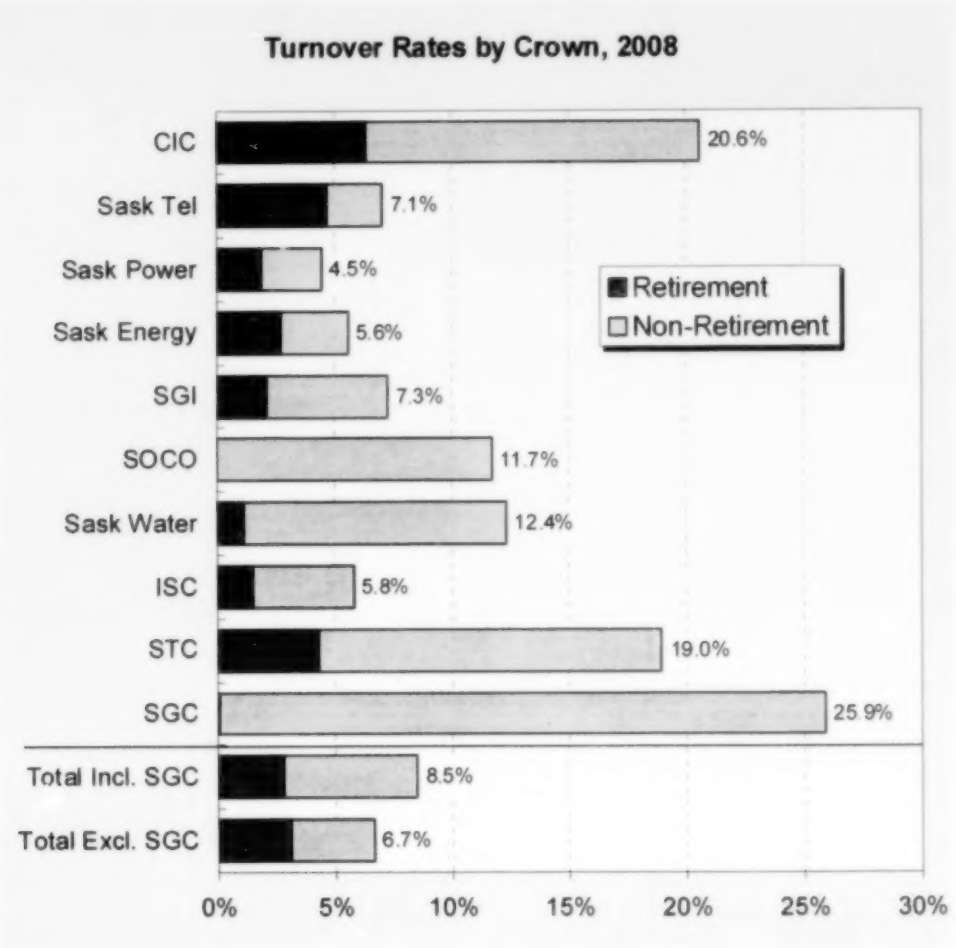
- Excluding SGC, the single most common reason for leaving employment was retirement, accounting for almost one half of departures in 2008.
- About four out of ten of those who leave the crowns could be expected to stay in the labour market, more if those who retire decide to re-enter the labour market.
- Departures can be calculated as a percentage of staff to arrive at a "turnover rate". In 2008, the turnover rate was 6.7% per year, 3.1% from retirements, and 3.6% for other reasons.

Reasons for Departures, 2008, Including SGC



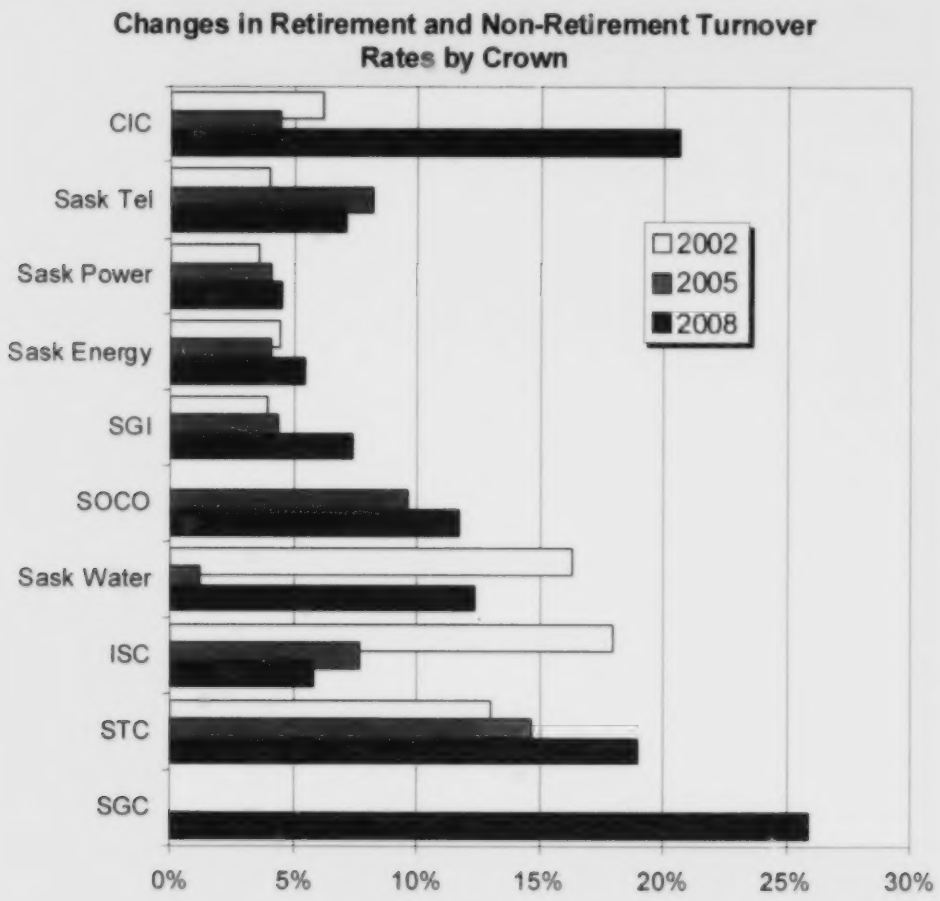
- Including SGC dramatically increases the number of resignations ("job abandonment" is the terminology that is often used at SGC).
- Including SGC changes the 2008 turnover rate at the crowns from:
  - 6.7% to 8.5% overall;
  - 3.1% to 2.8% for retirement turnover; and
  - 3.6% to 5.7% for non-retirement turnover.

Turnover Rates by Crown Corporation, 2008



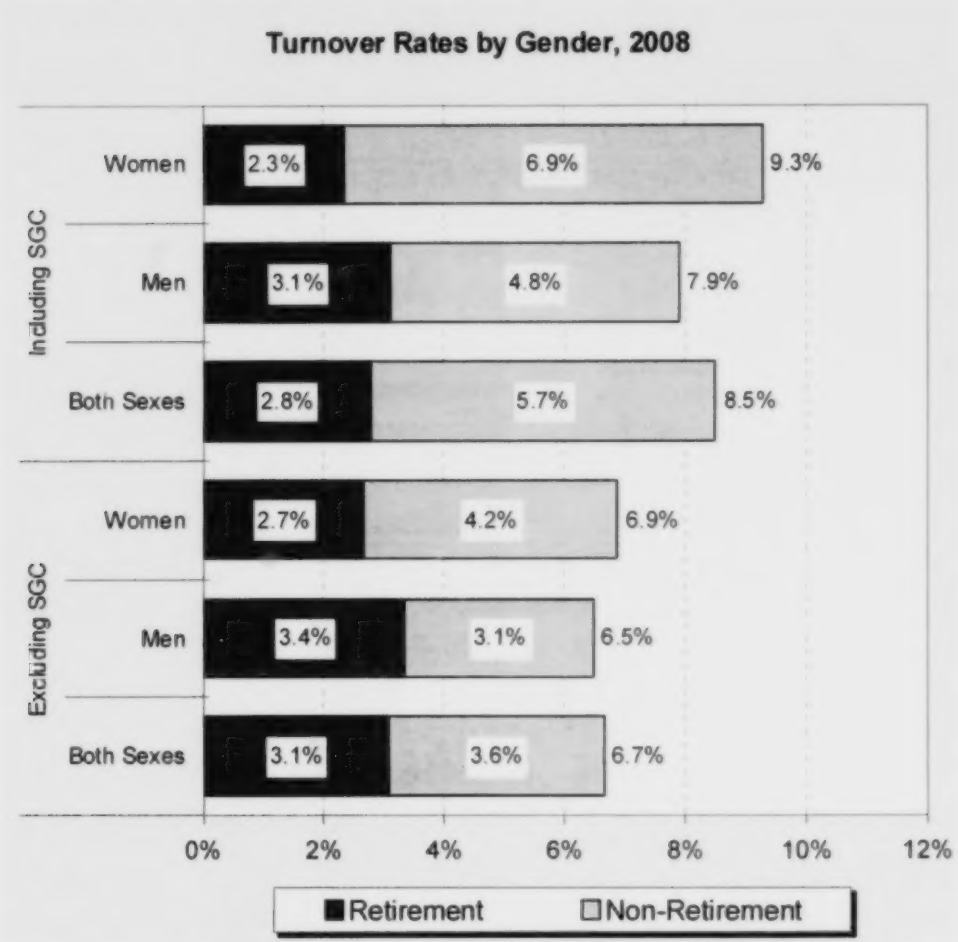
- The lowest turnover rates are at ISC and at the larger crowns – SaskTel, SaskPower, SaskEnergy, and SGI. This is in spite of SaskTel's early retirement plan.
- The highest turnover rates are at CIC, STC, and SGC. This is exclusively because of higher non-retirement turnovers.

Changes in Turnover Rates by Crown Corporation



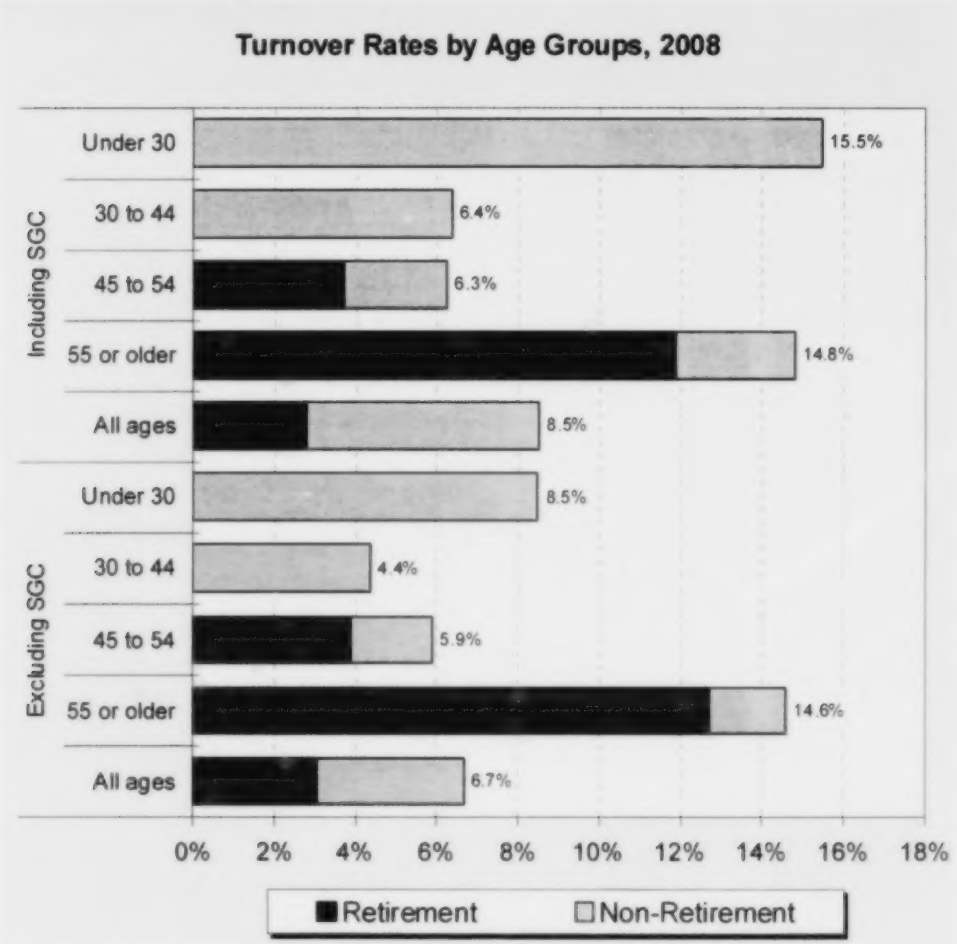
- There is an upward trend in turnover rates at most crowns.
- The exception is ISC where turnover rates have declined steadily.

Turnover Rates by Gender, 2008



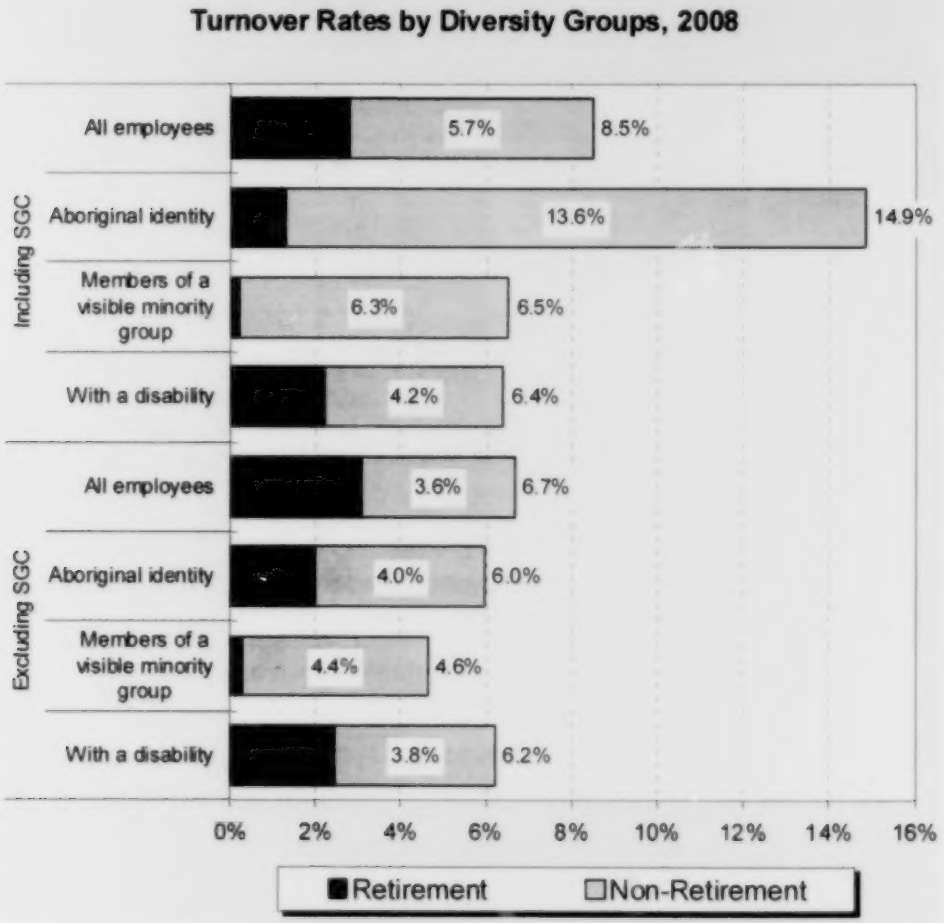
- With or without SGC included in the data, turnover rates are higher for women than for men because of higher non-retirement turnover.

Turnover Rate by Age Group, 2008



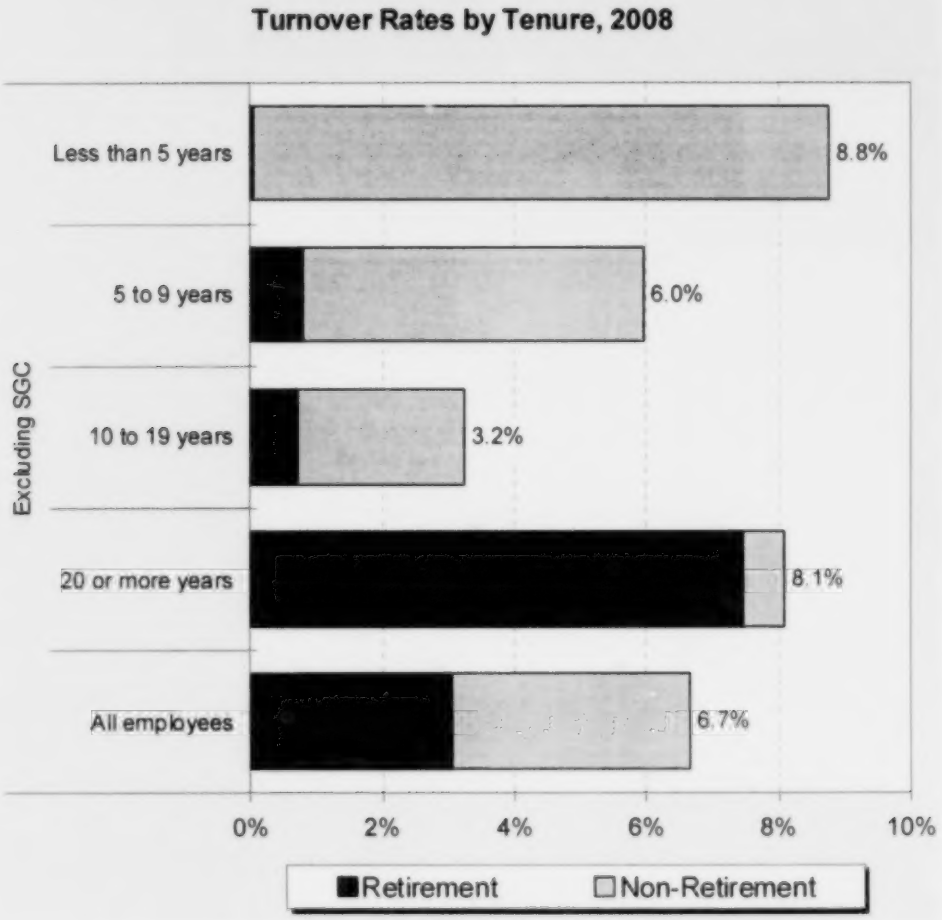
- In 2008, over 15% of permanent staff under 30 years of age left their crown employment. Excluding SGC, the percentage drops to 8½% the equivalent of one in twelve permanent staff members in this age group.
- In the 30 to 54 age group, both retirement and non-retirement turnover rates are very low.
- Beyond age 55, almost all departures are retirement related.

Turnover Rates for Diversity Groups, 2008



- Non-retirement turnover rates are somewhat higher than average among all three diversity groups.
- SGC has a very high (31%) turnover rate among its Aboriginal employees. This is enough to more than double the average Aboriginal turnover rate among the crowns from 6.0% to 14.9% when SGC is included in the statistics.

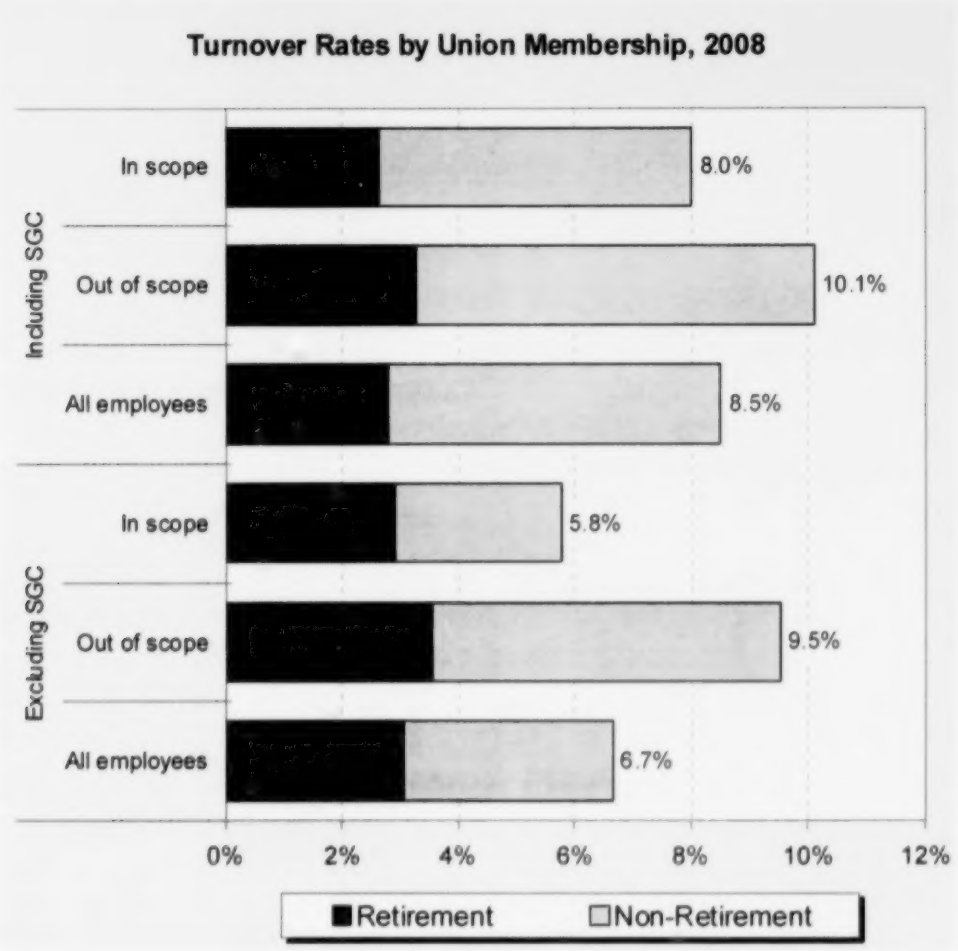
Turnover Rates by Tenure, 2008



- Not surprisingly, the non-retirement turnover rate is higher among those with shorter tenure.

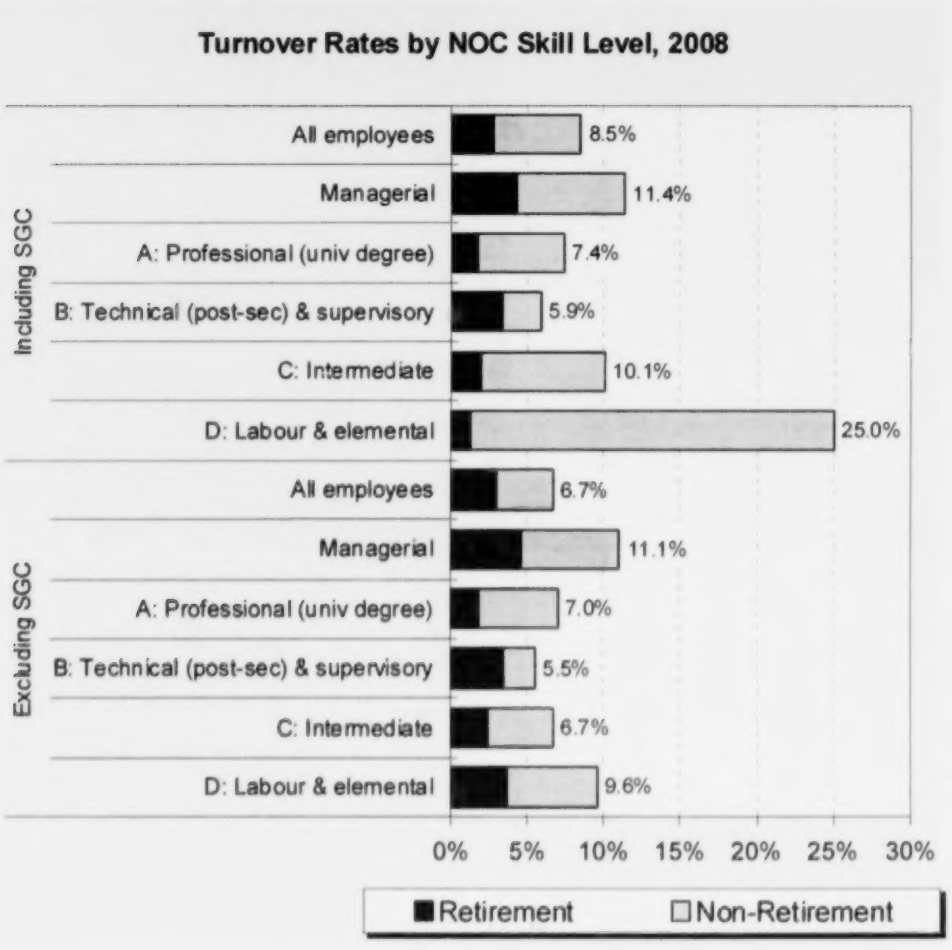
(Note: SGC data by tenure was not available because the crown has not been in existence long enough.)

Turnover Rates by Union Membership, 2008



- Turnover rates in general and non-retirement turnover rates in particular are higher among out-of-scope employees than among in-scope employees.

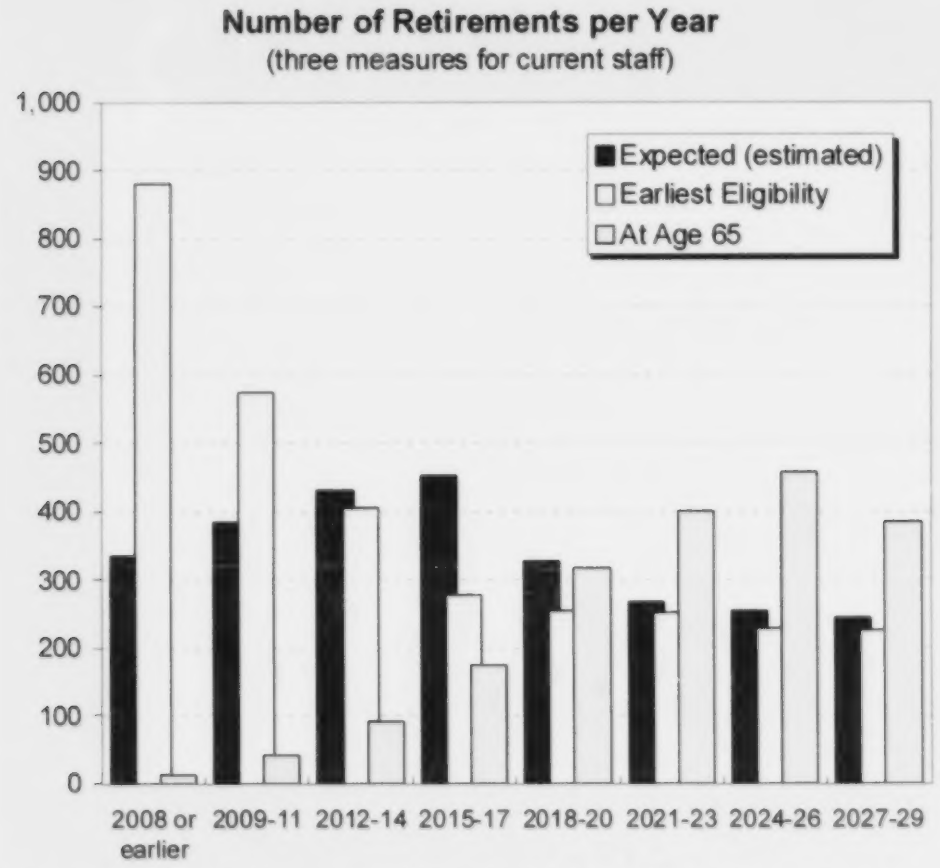
Turnover Rates by NOC Skill Level, 2008



- Non-retirement turnover rates are higher than average among those who are in managerial, professional (skill level A) or low skill (skill level D) positions.
- Retirement turnover rates are higher among managers and those in skill level B. SGC has a particularly high non-retirement turnover rate among those in low skill-level positions.

Expected Retirements

Three Measures of Retirement

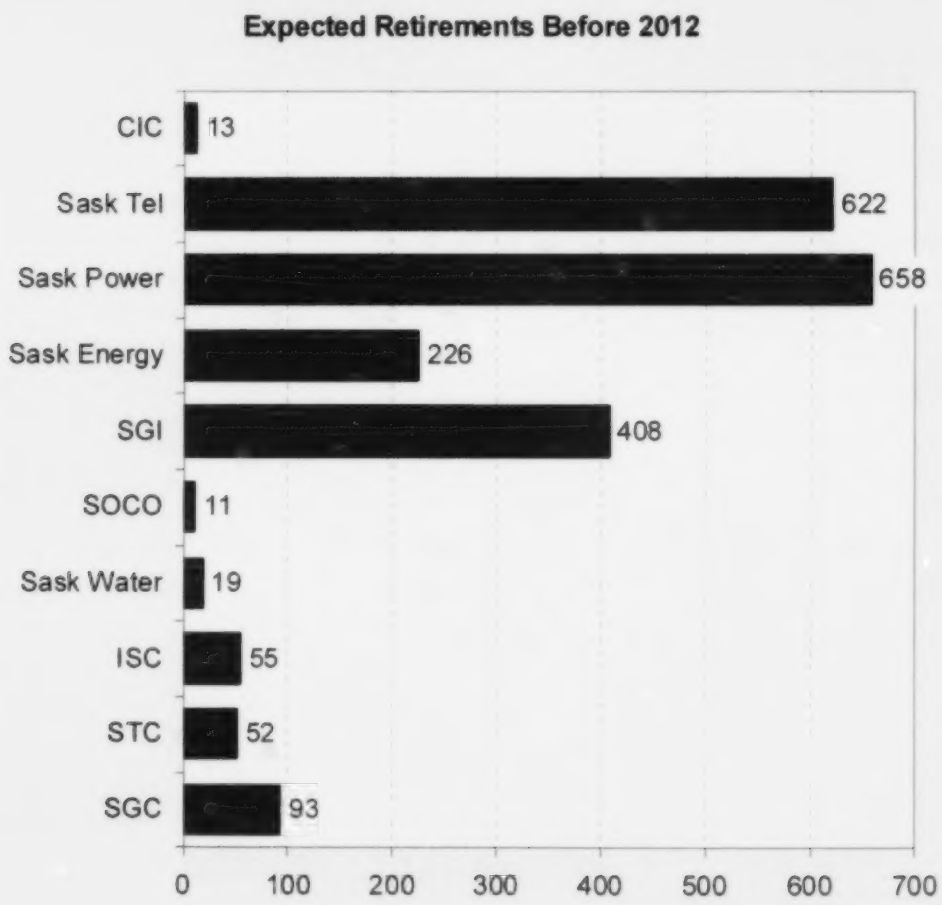


** staff who could have retired or were expected to retire but were still employed on Dec 31 2008*

- The expected retirement year for each permanent crown staff member who was employed as of December 2008 is calculated using a model that predicts their retirement date on the basis of the past behaviour of other crown employees in similar circumstances.
- Permanent staff are expected to retire between their earliest possible retirement date and age 65**, depending on their age and tenure, gender, position skill level, and whether they work full time or part time.
- Retirement packages or other unforeseen circumstance can change these estimates significantly. The hiring of additional staff and turnover of existing staff will also change the estimates because it changes the demographic mix of "current" staff.

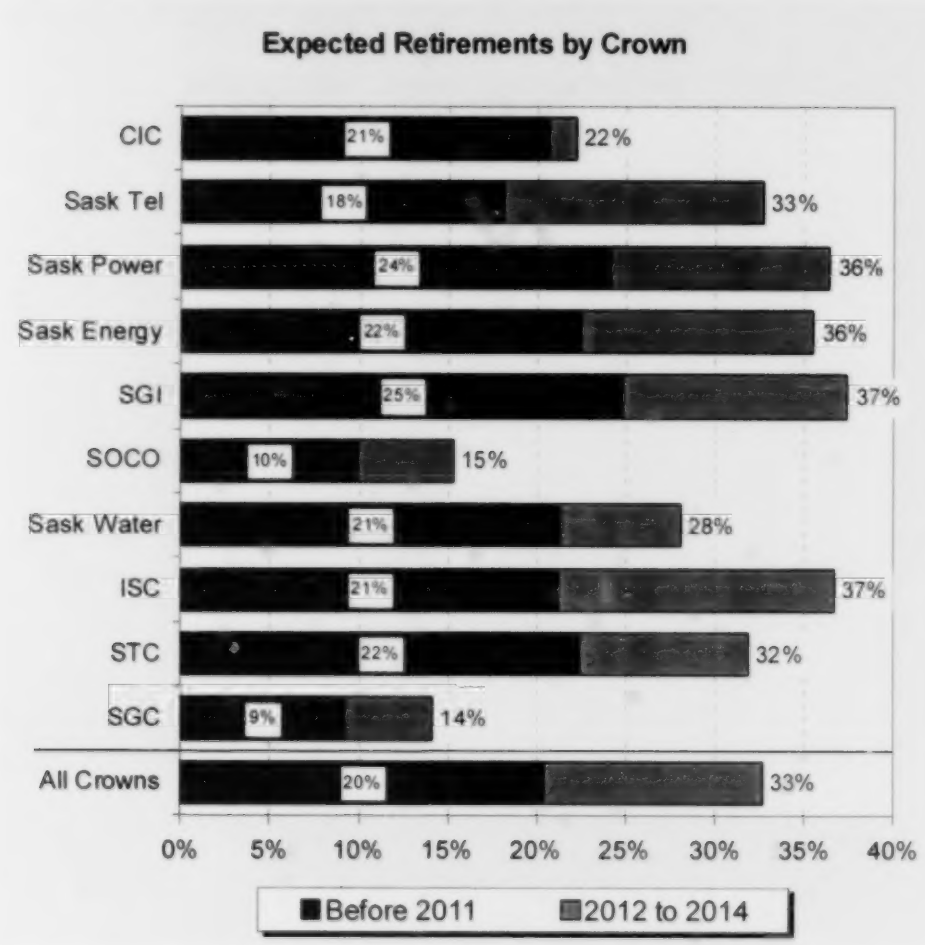
*** Mandatory retirement was removed in November 2007 so age 65 will become even less relevant as a "normal" retirement age in the future.*

Expected Retirements by Crown Corporation



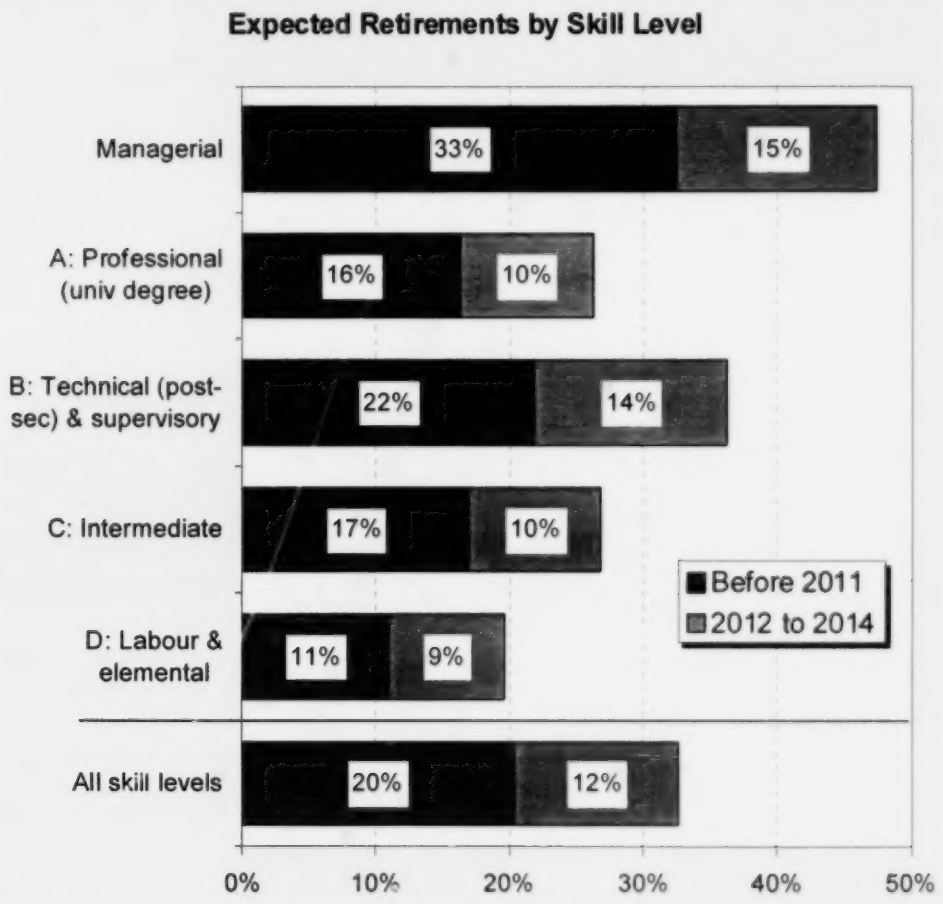
- Whereas more than 40% of permanent crown staff will be eligible to retire by 2011, only 20% can be expected to do so.
- Of the 2,157 retirements expected in the next three years (2009 to 2011), the vast majority will occur in the four large crowns - SaskTel, SaskPower, Sask Energy and SGI.

Expected Retirements by Crown Corporation



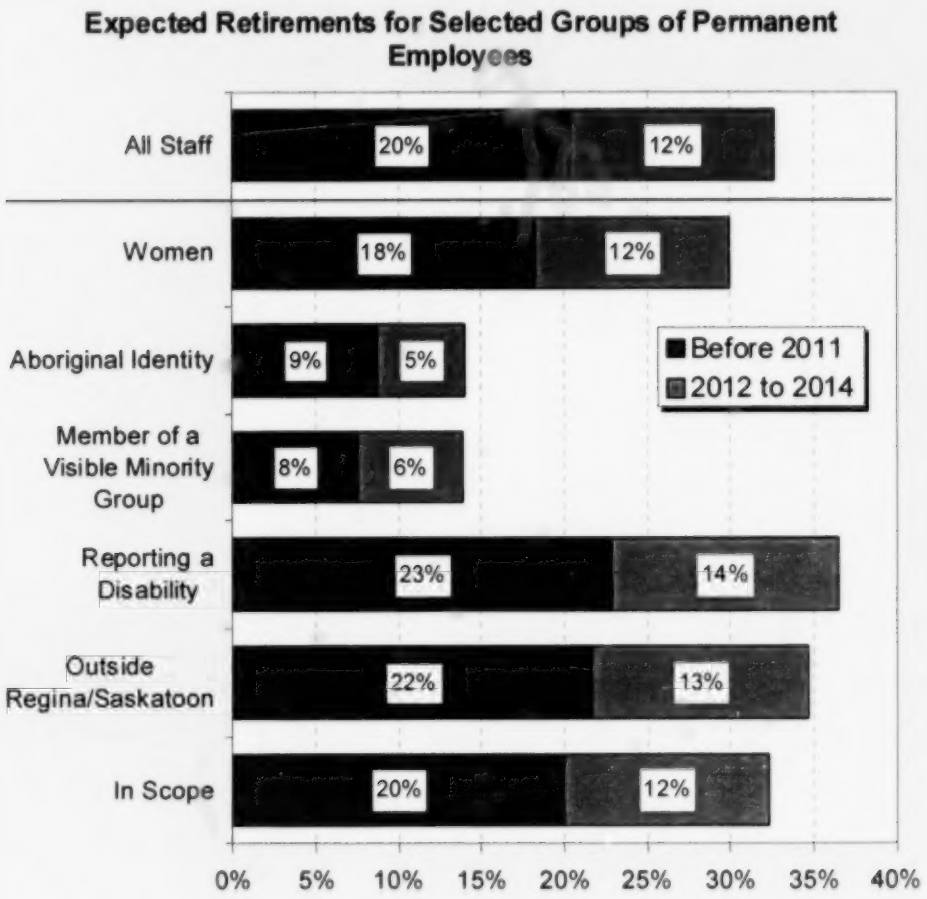
- In the short term, the largest proportion of retirements can be expected among staff at SGI and SaskPower.
- Because of the early retirement plans, SaskTel has relatively few retirements expected in the short term.
- SOCO and SGC have relatively few expected retirements because of their staff are younger.

Expected Retirements by Skill Level



- Almost one half (48%) of crown corporation managers will probably retire by 2014.
- In the short term, retirement rates are lower among professionals (positions that require a university degree) and among those in intermediate and low skilled occupations.

Expected Retirements by Target Group



- Expected retirement rates over the short term do not vary significantly by gender, location, or union membership.
- Compared with the average, however, rates will be lower among those who are members of a visible minority group or who report an Aboriginal identity. These staff tend to be, on average, younger than other staff.